

from

FT Weekend tomorrow So you think Bill Clinton's been a good president



Russian industry **Hopes and fears** along the Volga Page 2



Cassava New strain promises trebled harvests

**Brazilian Finance** 

Controlled slowdown or recession?

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**Bailed-out** 

sh business really thinks



The first comprehensive survey of business opinion on the single currency

N MONDAY'S FT

WORLD NEWS

### Nato prepared for Yugoslavia strikes within weeks

Nato signafied it would carry out air strikes in Yugoslavia within weeks unless Slobodan Milosevic. the country's president. complied with Wednesday's United Nations resolution demanding a ceasefire and a negotiated solution to the crisis in Kosovo. Page 18; Bosnia hopes, Page 2

France aims to boost EU role France wants to strengthen the European Union's political role in stabilising world markets and overhauling the international Monetary Fund and World Bank. Page 18; Ministers divided over voice for euro, Page 2

Britain and Iran to resume ties Britain and Iran struck a deal to exchange ambassadors after Iran said it would not threaten the life of author Salman Rushdie, under a fatwa - or death edict - since 1989, Page 10

Call for Turkish minister to resign A Turkish left-wing opposition party that props up prime minister Mesut Yilmaz's minority coalition threatened to topple the government if a cabinet minister linked to a security scandal did not quit. Page 3

Spain set to approve draft budget Spain's centre-right cabinet is set to approve a draft 1999 budget which aims to reduce the public deficit below the target set in the country's European convergence programme. Page 2

Norway's PM returns to work The Norwegian prime minister. Kieli Magne Bondevik, ran into opposition charges that his govemment was "weak and unstawhen he returned to work after three-and-a-half weeks on sick leave for depression. Page 3

World Bank sounds alarm The World Bank warned its shareholders that it might need a politicativ controversial capital increase if it is to continue providing emergency help to countries facing financial crises. Page

Impeachment timetable outlined US congressmen outlined a rapid timetable to launch an impeachment inquiry into President Bill Clinton's conduct in the Monics Lewinsky affair, after the release of further unpublished evidence from the Starr investigation next week. Page 4 .

Eight-year low for poverty in US US household incomes rose In 1997 for the third streight year, taking poverty levels back to their lowest since 1989, the US Census Bureau reported. Page 4

Jang invitation to Talwan official Ching announced it had invited a senior Taiwanese representative for an unprecedented meeting with Jiang Zemin, president, on mainland Chinese soil. Page 6

Malaysian PM continues reform Mahathir Mohamad, Malaysia's prime minister, moved further pushing ahead with his overhaul of the economic system. Page 6

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US Lunchiller HATES

**BUSINESS NEWS** 

### Star alliance member SAS in deal with Singapore Airlines

Scandinavian Airlines System, a leading member of the six-carrier Star alliance, is to sign a codesharing agreement with Singa-pore Airlines in the latest tie-up in the consolidating airline industry. Page 19

Diageo. LVMH and Gucci shares were hit as all three companies reported lower profits caused by turmoil in Asian markets. Page 19; Lex. Page 18; Detalls, Page 24; Gucci and LVMH results, Page 22

KSB of Germany, Europe's second-biggest pump maker, may spend up to DM800m (\$474m) on acquisitions, mainly to boost its presence in the US. Page 23

Deutsche Bank, Germany's largest, said it had bought a 4.5 per cent stake in Milan commer-cial bank Banca Commerciale taliana for L700bn (\$420m).

Page 22 Coca-Cota, US soft drinks group, is expected to warn that thirdquarter volume and profits will be weaker than expected.

Grupo Santander of Spain cut 300 investment banking jobs in Asia, New York and London. Page 22

Page 23

Stora of Sweden and Finnish forestry products group Enso yesterday faced a further delay to their merger which would cre-ate the world's largest paper mar: froturer. Page 22

NTT DoCoMo, Japanese mobile telecommunications group, confirmed that the price range of its share issue would almost certainly make it the world's lan initial public offering. Page 21

Yukos, one of Russia's largest oil companies, hopes to restructure the terms of the deal under which it has lost about 30 per cent of its shares to foreign banks. Page 22

DSM, Dutch chemicals and materials producer, is to buy back 7 per cent of its equity at a cost of FI 392.4m (\$206m) at cur-

Publicis shares rose 6.7 per cent to FFr950 after the French advertising company announced a 54 per cent rise in first-half net profits to FFr229m (\$40.5m). Page 22

Bull. Franch electronics maker. said it would not match last year's net profit of FFr603m (\$107m) because of a FFribn staff redeployment and training

Banco Bilibao Vizcaya, Spanish banking group, acquired 100 per cent of Portuguese stock broker age and fund manager Mides rivestimentos. Page 22

### **World Equity Markets**

The letest trends and data from more then 50 national markets at a giance Page 37

# UBS takes \$683m charge

Write off on LTCM investment puts pressure on banks to disclose hedge fund exposure

By Our International and Financial Staff

UBS, Europe's largest bank, said yesterday it had written off SFr950m (\$683m) on its investment in Long-Term Capital Management, the US hedge fund res-cued by 15 international banks, including the Swiss bank itself. UBS's charge, which will lead

to an after-tax loss of up to SFr1bn in the third quarter, relates to its equity investment in Long-Term Capital rather than its credit exposure. But its announcement is likely to increase pressure on banks

from national regulators and stock markets to disclose their potential exposure to Long-Term Capital and other hedge funds. Under the rescue agreement, 11 banks - Goldman Sachs, Merrill

Kohl urges

shun 'grand

By Raiph Atkins and Tobies Buck in Bonn

Chancellor Heimut Kohl last

night appealed to German voters

not to support a "grand coali-

tion" between his Christian Dem-

ocratic Union and opposition

Mr Kohl, fighting for re-elec-

tion after 16 years in office, said:

"A grand coalition would be bad

for Bonn because absolutely

As the election campaign

approaches a climax in next Sun-

day's general election, Peter

Hintse, CDU general secretary.

predicted a "very close" result

nothing would come out of it."

Social Democrats.

voters to

coalition'

J.P. Morgan - each agreed to put up \$300m, while Société Générale and Lebman Brothers contributed \$125m and Paribas and Credit Agricole \$100m. People involved in the talks at the Federal Reserve Bank of New York said that while the exposure of some of these banks was sizeable - perhaps as much as \$800m - some had relatively

Witter, Travelers, UBS, Credit

Suisse First Boston, Barclays, Deutsche Morgan Grenfell, Chase

Manhattan, BT Alex Brown and

some of the non-US banks. They participated to be "neigh-bourly", according to one bank, who said US banks were far more concerned about the pressure from the Fed. "The Fed has a

small exposure, in particular

Lynch, Morgan Stanley Dean on you," one hank said. Senior bankers in New York said they were reviewing their strategies for extending credit to hedge funds, admitting that there had been lapses in scrutiny.

One banker said investment banks would have to be "more disciplined" in their dealings with hedge funds, which have become valuable clients. Many hedge funds are secretive

and do not disclose their exposure to counterparties. However, many banks said that their exposure to hedge funds, including Long-Term Capital, was partly. largely or fully covered by collateral, leaving a confused picture of the extent of their exposure. Some were said to have stopped

credit officer, said there was nothing unusual about its decision not to disclose the size of its exposure until now. However, he stressed that there were no more "black holes" in UBS's portfolio which could equate to the damage caused by Long-Term Capi-

The investment was made by the old Union Bank of Switzerland, before its merger with Swiss Bank Corporation. "One month ago [Long-Term Capital] was looking very different, Mr de Weck said.

By Tracy Corrigan in New York, Christopher Brown-Humes and Clay Harris in London, and William Hall in Zurich

Special report, Page 20 Editorial Comment, Page ment. Page 17

hedge fund to seek new investors By William Levris and Tracy Corrigan in New York

> Long-Term Capital Management the hedge fund that was bailed out early yesterday by a consor-

tium of mainly Wall Street firms for \$3.5bn, is already planning to raise several billion dollars from new investors. According to people close to the crisis-hit bedge fund, after a period of "stabilisation" it will

seek to raise more than \$1.2bn and possibly up to \$3bn.
If successful, the investors would buy out several of the 15

financial groups that are taking control of Long-Term Capital.
Insiders insist that the positions the fund holds - mainly in sovereign bonds of G7 govern-

ments - will ultimately prove to be "exceptionally profitable" as market turbulence subsides. Long-Term Capital declined to Under the terms of the settle ment, agreed in principle with the consortium, Long-Term Capital will be able to request to buy the investors out as long as its

net asset value is the same or more than at the time of the \$3.5bn equity infusion. The bail-out money is to be used to help the hedge fund avoid selling assets and being unable to meet margin calls. It is expected to remain highly leveraged, with

its total market position described as being "in the tens of billions of dollars range". Once the agreement is signed, the banks will own 90 per cent of the fund's equity for an initial three years, although most say they hope to be bought out before then. Furthermore, the banks

have an option to get 50 per cent of the management company for a nominal \$1. The objective is to return capital to participants as soon as possible," said one partic-The terms provide the consortium with full authority over the investment strategy, capitalisa-

Yesterday the chancellor's tion structure credit and market and "all other significant decisions". No further unsecured indebtedness will be permitted.

Long-Term Capital does not intend to alter its arbitrage trading strategy - buying one security while selling short (selling in the anticipation of a price decline) a related security and hoping to profit as the spread between the two converges.



SPD mouse met showing Helmut Kohl with the slogan; 'Do you reelly want to guit this program?'

Mr Hintze sought to head-off the largest party in parliament speculation that Mr Kohi accepts a "grand coalition" as a likely and have Gerbard Schröder, prime minister of Lower Saxony state, as Germany's chancellor.

"He wants to continue the curnt [centre-right] coalition." said Mr Hintze, "He regards a grand coalition as damaging - because all the Social Democrat Party (SPD) contradictions would interfere with the work of government

and hold everything up." Mr Kohl has ruled out heading a grand coalition himself. He was speaking last night in Munich and holds his final rally tonight

in Mainz

"a few metres" of its goal - to be holds his closing rally in Berlin

CDU by only a few percentage the smaller parties. points in opinion polls. Franz Muntefering, general secretary, said there was a "clear preference" for Mr Schröder over Mr Kohl.

The SPD, which has campaigned on the themes of "innovation and social justice". had closed ranks and not made any "decisive mistakes". Mr Müntefering said. Mr Schröder

Sunday's outcome will be shaped by decisions taken by the edged that a "grand coalition" large numbers of undecided vot-Although the SPD leads the ers - and also the performance of

If the Party of Democratic Germany's communist party, again wins seats in parliament it could prevent both Mr Kohl's current coalition and a SPD/ Green party alliance from winning a majority of seats. The SPD has ruled out leading a coalition supported by the PDS.

a "grand coalition" could thus be forced by Sunday's result. Earlier this week Mr Kohl also acknowlwas possible in principle.

comments triggered criticism risk management compensation from the small Free Democratic Socialism, the successor to East Party, junior member of Mr Kohl's coalition, which fears the CDU was playing into the SPD's hands and undermining its own campaign. The FDP is fighting to jump the 5 per cent hurdle set to exclude extremists from parlia-

The SPD has long argued that Germany's dead heat, Page 16

# Court freezes \$113m in two Russian banks

By John Thombill in Moscow and Clay Harris in London

Lehman Brothers, the US investment bank, has won a UK at Oneximbank. court order freezing \$118m held by two Russian banks. Lehman's move, which stepped

up the war of wills between foreign creditors and the Russian government, came as senior Russian officials warned they might default on their external debt without further international support. They lashed out at 'greedy" foreign banks which were demanding too much from restructuring of the government debt (GKO) market.

One western banker, criticising the Russian government's defence of a 90-day moratorium, which has prevented creditors from winding up insolvent banks. said: "Everything that has happened today has significantly raised the temperature. Lehman's action is a test case and could just be the first of many.

"So long as the Russian banks continue to stonewall their foreign creditors with the collusion of the government then you can expect cases like this to continue to be introduced."

Lehman's legal action was not directly related to the squabble over Russia's effective default on its domestic debt. Instead, it was acting on behalf of clients whose forward foreign exchange contracts were now in doubt because of Russian counterparties'

fil their side of the bargain. Lehman was granted injunctions in the High Court in London, freezing \$87m at Inkombank and \$26m Victor Gerashchenko, head of

the central bank, said the govern-

ment would continue to talk to Russian and foreign GKO holders about restructuring the frozen \$40bn market. The Russian authorities vester day postponed, by a week, the deadline for accepting a previous

restructuring deal which fell due But Mr Gerashchenko warned that, if "greedy" foreign banks pushed too hard, they risked los-

ing everything. Alexander Shokhin, first dep uty prime minister, hinted that the government might like to renegotiate its recent Paris Club deal under which it restructured billions of dollars of Soviet-era

Mikhail Kasayanov, Russian deputy finance minister, in Paris vesterday to meet members of the club of creditor nations, said his country had delayed \$600m in interest payments on debt inherited from the former Soviet Union to Germany and other gov-

Separately, international hanks said they had been asked to join the Moscow Club, a group of GKO creditors formed by Mr Shokhin.

Yodka monopoly, Page 2 unwillingness or inability to ful- Dresdner roque trading, Page 19

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WORLD MARKETS

EXCHANGE BATES

(-42,85) (-53,14) (-47,1) (+415,97)

# West hopeful in face of **Bosnia** result

By Guy Dimmore in Bania Luka

Western officials in Bosnia are increasingly confident empts to form a government they can isolate the new ultra-nationalist president of the Serb-controlled territory and push forward the peace consider a disastrous election result, expected to be announced today.

The Organisation for Security and Co-operation in Europe (OSCE), which ran the September 12-13 polls, said results, delayed by technical problems and power cuts, would be announced

Diplomats have for several days already been saying that Biljana Playsic, the western-backed Bosnian Serb president, has lost to Nikola Poplasen, leader of the ultra-nationalist Radical party. But it appears Mr Poplasen's hardline alliance will not have enough seats in the Bosnian Serb assembly to form a government against the combined votes of Mrs Plavsic's moderate coalition and a bloc of Mos-

Milorad Dodik, the current western-backed prime minister, told the FT that under the constitution, Mr Poplasen would have two attand, if he failed, fresh elections would be held. The process could take some months. "I expect a parliamentary

process, despite what they crisis here and hope for more support from the US." Mr Dodik said. Diplomats were also encouraged that their moder-

ate Socialist candidate. Zivko Radisic, was expected to defeat Momcilo Krajisnik, the hardline Serb representative on Bosnia's joint threeman presidency. Robert Gelbard, the senior

US envoy to the Balkans, and Carlos Westendorp, the international community's High Representative to Bosnia, have had a series of crisis meetings with Mrs Plavsic and Mr Dodik. Mr Gelbard said \$100m of US aid pledged to the Bosnian Serbs this year depended on their future policies.

Mr Poplasen's party's ultimate goal is the division of Bosnia and the creation of a "Greater Serbia". Moslem and Croat refugees, driven by Serbs into what is now the Moslem-Croat federation.



Nikola Poplasen: leader of the

the other half of Bosnia. would not be encouraged to return, he warns. But Mr Poplasen has begun to moderate his language and said he was ready to co-operate with the international com-

Diplomats pointed out he would not have control of the media or most of the interior ministry loyal to Mr Dodik's government. Should he blatantly obstruct the peace process. Mr Westendorp could even remove him.

There is growing concern, however, about the impact on Bosnia of the conflict in Serbia's Kosovo province. Should Nato carry out its

threat and intervene against Serbian government forces. probably by flying over Bosnian airspace, there is the danger of an anti-western backlash among Serbs. A Nato bombing campaign in Kosovo would probably destroy any chances of Mr Dodik being re-elected as

# Ministers divided over voice for euro

The vexed question of who will speak for the euro-zone in international institutions is set to divide European Union finance ministers this weekend, pitting the big member states against the small, and leaving the European Commission caught in the middle.

Even as the ministers wrestle with the sweeping issue of what Europe should do to steady the world economy, they seem set to disagree both on how to speak up for the euro, and whether they need to do so at all.

The 15 EU finance ministers and their central bank governors are due to hold their six-monthly informal meeting in Vienna today and tomorrow, to consider the state of the world economy. the financial crises in Asia and Russia, and the role of the International Monetary Fund. Michel Camdessus, IMF managing director, will attend their debate tomor-

In spite of the gathering gloom, the most controversial item on the agenda is the question of how to coordinate a common line for the future members of the euro-zone, and who will represent it in such institutions

not persuaded that the euro needs any spokesman at all. beyond the president of the European Central Bank. France, on the other hand, believes that there are important issues of economic policy, as opposed to purely monetary policy, on which the 11 finance ministers of the euro-zone should seek to speak as one. They any hint that the group would include areas such as

issues and structural poli-Classic battle lines have been drawn between the bigger and smaller members of the EU. The latter believe that the euro-zone should be represented by whoever is in the chair of the euro-11 committee, the informal body which is supposed to coordinate policy within the full EU finance ministers' council. But that would

budget policy, labour market

tion such as the G7. France, Germany, Italy and Britain, the four EU members of the G7, are all uncomfortable with any solution which might dilute their national position They also stress the likely

as the IMF and the Group of resistance of the US, Canada Seven industrialised coun- and Japan at having yet more European representa-Germany, for a start, is tives in an already unwieldy club. The French suggestion is that the other three should take it in turns to present any agreed europosition.

The UK government, as the only non-euro member of the Europeans in the G7, is particularly sensitive to any move which might undermine its full membership, or should become a G3, with just the US. Japan and the euro-zone represented.

As for the European Commission, the EU's executive body, it is holding its hand

An earlier attempt to put its own president, Jacques Santer, forward as the obvious euro-representative, was snubbed by the big member

But if there is a stalemate between the finance ministers, that could emerge again as a possible compromise.

mean adding an additional delegation to an organisa-The one person who seems to be sure of his own position is Wim Duisenberg, the president of the ECB, who already seems certain to be included in all G7 debates at the top table, as the unquestioned senior European cen-

### **NEWS DIGEST**

**NEW ATHENS STRIKES** 

### **Greek aviation dispute** grounds flights

Greek airport and transport workers spurned government reform efforts yesterday, kicking off a new strike season with across-the-board work stoppages.

Strikes also looked likely to continue among state doctors who have rejected government plans aimed at making

the hospital system more efficient.

Airport officials said about half of scheduled flights in and out of the country would be cancelled or delayed as a result of labour action. The airport workers' union OSYPA said only emergency flights had left.

OSYPA, comprising nearly all branches of airport staff including baggage handlers and drivers but excluding pilots and air traffic controllers, called a four-day strike against government plans to break up the civil aviation service into three separate branches. Reuters, Athens

### POLISH POLITICS

### Solidarity union poll

The Solidarity trade union, the pillar of Poland's government, looked set yesterday to re-elect Marian Krzaklewski as its leader, making it likely that he will bid for the country's presidency in 2000.

Mr Krzakiewski succeeded the former president Lech Walesa as head of the union in 1990 and a three-day Solldarity congress in the southern mining city of Jastrzembie Zdroj should see him anointed for a third term as its leader, officials said.

The congress will also discuss Solidarity's ambiguous role as a trade union with major influence over a ruling coalition which must take painful economic decisions, they

Mr Krzaklewski created the Solidarity Election Action (AWS) alliance last year, grouping more than 30 small rightwing parties in a bloc that defeated ex-communists in last September's poils. But he resisted pressure to become prime minister, preferring to prepare for a challenge to President Aleksander Kwasniewski, a former communist, in the presidential elections. Reuters, Warsaw

### ALBANIAN UNREST

### Premier seeks party backing

Fatos Nano, the Albanian prime minister, yesterday met leaders of his Socialist party to seek a vote of confidence In him and his coalition government. He said he wanted to reaffirm their trust in his authority before releasing a threemonth plan to strengthen governance in his chaoticcoun-

The plan targets law and order, economic stability, corruption and the constitution as a way of tackling chronic

Mr Nano's 14-month-old government barely escaped opposition violence last week when supporters of the Democratic Party, led by former President Sall Berisha,

looted shops and burnt government buildings.
The unrest flared after the murder of a senior Berisha aide. Azem Hajdari, on September 12. The opposition has

### NAZI FORCED LABOUR

### German companies to be sued

Lawyers acting for forced labourers who worked at German companies during the Nazi period are planning to sue 10 German companies for compensation in US courts next week, a Munich-based lawyer said yesterday.

The names of the companies included in the legal action will be made public next week, Michael Witti said, calling on both the companies involved and the Confederation of German Industry (BDI) to enter discussions with the lawyers. No indication was given of the amount of money that will be sought in the court case.

This latest legal action comes one month after a US class action suit, brought by Mr Witti and the US lawyer Ed Fagan, seeking damages for survivors who were among some 2m people forced to work in Nazi factories between 1933 and 1945. It named many top German companies, Including Siemens, Volkswagen, Daimler-Benz, BMW and Henkel.

Mr Witti said that an announcement on Wednesday by Siemens that it planned to set up a DM20m (\$11m) fund to compensate forced labourers was merely an attempt at an easy solution. The Siemens move follows the announcement earlier this month by Volkswagen that it, too, would set up a DM20m fund. Reuters, Frankfurt

### **HOSTAGE RAID**

### Greek police chief quits

Greece's chief of police resigned after a botched raid to free hostages left eight injured in a grenade explosion, George Romeos, the public order minister, said yesterday. Mr Romeos said he had offered his own resignation to Costas Simitis, the prime minister, but it had been A 26-year-old woman lost her leg and was fighting for

her life and at least seven other people were wounded in the raid after police burst into a central Athens apartment on Wednesday night to free three people held hostage. A Romanian convict, Romanian national Soren Matei. was recaptured. Matei, Greece's most wanted criminal, had escaped five times from prison and humiliated Greek

police with his most recent breakout on September 9. The leadership of the public order ministry and the police should have the basic sensitivity and resign ...
They are mainly responsible for this tragedy," said Prokopis Pavlopoulos, a senior member of the main opposition New Democracy party. Reuters, Athens

### IRAQ NUCLEAR PLANS

### **Wanted German arrested**

A fugitive German engineer suspected of providing uranium enrichment plans to Iraq was arrested at Frankfurt airport yesterday, police said,

Federal criminal police in Wiesbaden confirmed a report by the Bild newspaper that Karl-Heinz Schaab, who has been sought since he fled the country in January 1996, was arrested after arriving from São Paulo, Brazil. Authorities accuse the 63-year-old engineer of providing lraq with construction plans for a uranium enrichment plant

for DM2m (\$1.1m). The plans were found by UN inspectors Mr Schaab disappeared from his home in Kaufbeuren in January 1996. He was arrested in December that year in Río de Janeiro while reportedly trying to obtain a permanent visa but released after 15 months in custody when

The Hamburg weekly magazine Der Spiegel reported in March that Schaab had hired an attorney in Augsburg to negotiate conditions for his voluntary return. AP, Frankfurt

Brazil's supreme court rejected Germany's extradition

# Russia to reintroduce vodka monopoly

By Anthony Robinson In Moscow

Russia's new government yesterday announced "urgent measures" to reintroduce a state monopoly in the production and sale of vodka and other alcoholic drinks, one of the main sources of tax revenue for Tsarist and Soviet govern-

The monopoly was abolon trade, as part of market tions to the excise duties Rbs15bn roubles (\$790m), over 28 per cent proof.

cies designed to open up the economy to competition.

That opened the floodgates institutions with political connections such as the

reformers' liberalisation poli- which continued to be levied

to a wave of cheap and luxury imports which sidelined Russian vodka and put a severe dent in the state budget. It also opened the way for special deals favouring National Sports Fund.

The Sports Fund was

New regime raises hopes and

on imported alcohol and cigarettes, but were widely evaded by smugglets as the industry became increas-

ingly criminalised. Alexander Shokhin, deputy prime minister in charge of economic affairs, linked restoration of the monopoly to the government's plan to pay all wage arrears in the public sector, including the army and police. He estiished, with other restrictions awarded lucrative exemp- mated it would raise to produce alcoholic drinks

roughly half the amount earmarked for payment of wage arrears. Gennady Kulik, also a dep-

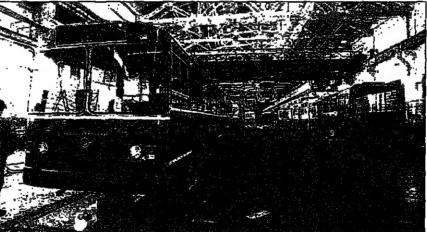
uty prime minister, added that official figures showed Russians drank 2.1bn litres of vodka last year but only 860m were officially produced or imported. This is less than a quarter of the domestic industry's production capacity of 3.6bn litres from 800 distilleries licensed

In future, producers would come under tighter supervision to ensure quality and check under-reporting of output, he said. "This sector has become so criminalised it is damaging the health of people and the economy. Further inaction is intolera-

Over 1.4bn litres of vodka consumed was unaccounted for by the official output and import figures, indicating large-scale smuggling, widespread home-brew vodka

production and undeclared output by registered producers. "As a result, the market is overflowing with all sorts of rubbish, people are dying because they drink too much, while the undeclared output cost the budget Rbs30bn." he added.

Tampering with vodka supplies is tricky in Russia, as former president Mikbail Gorbachev found when he tried to restrict vodka drinking, alienating millions of



Soviet remnant: the old Troize trolleybus company will be happy to get easier credit 
Alexander Lyskir

fears along the Volga Russia's industrial and farming heartland has survived Moscow's banking crisis so far, writes Anthony Robinson

into the tanks, guns and industrial applications that help defeat Germany in the second world war.

Today SPZ's bearings, honed to the most demanding of International standards, are exported to 40 countries around the world as part of a different battle for the survival of the Rus-

But SPZ, and other companies like it that have modernised and embraced the disciplines of the market, are just one side of a "dual econ-omy": on the other are the of the economy is much less tired and inefficient remnants of the Soviet era.

For the managers of these near-bankrupt military plants or even old-fashioned civilian factories such as Saratov's Trolza trolleybus, the prospect of easier credit allowed by the new regime in Moscow brings hope of a bail-out. At the same time. the dynamic private sector, which operates in a mainly cash environment, is afraid the central bank's policy of printing roubles will just stoke up inflation and make

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SWEDEN:

Ball bearings made in the sprawling SPZ plant in the Saratov region went the Saratov region went succour the new enterp

succour the new enterprises credit track record. and the wealth creators, not channel funds into the old," says Alexander Suslov, the president of Ekonombank, the largest bank in the Saratov region.

Here, in Russia's industrial and farming heartland along the Volga river the problems are very different from those in Moscow, Few companies or private individuals have bank accounts, most of the local enterprises survive on the basis of barter and non-payment of evident than in the capital with its ubiquitous foreign

exchange booths. So far it has survived the financial melt-down of the Moscow-based banking system partly because the big banks owned by Russia's seven "oligarchs" kept provincial upstarts out of the lucrative government bond invested in these now frozen

loss-makers and lends only "This economy needs to to companies with a proven

> "Long lines formed outside the local branches of the Moscow-based banks when people saw on the television what was happening in Moscow. Nervous depositors also withdrew money from us. But when they saw that we were still functioning and able to pay we started to take in new deposits from people who had been able to withdraw funds from the other banks," explained Mr Suslov in his office, with a portrait of Pyotr Stolypin. the region's tsarist-era reformist governor, on the

The majority of Saratov's industrial and farming companies are Soviet remnants. Alongside them, however, the much smaller but dynamic private sector operates mainly on a cash basis and uses the banking system, if at all, mainly to carry out commercial transactions markets. Only 6 per cent of or borrow relatively small Ekonombank's assets were amounts of short-term work-

ing capital. This part of the dual econ-But Ekonombank also omy also encompasses sev- raised quality to interna-

refuses to bail out chronic eral foreign companies tional standards, Around 60

Tobacco, Pepsico and Bosch what used to be the only spark-plug producer in the former Soviet Union. The US agricultural machinery company Case has started to assemble harvesters at Sara-

tov's Yak Aircraft plant

where the output was 80 per cent military a decade ago. Anatoly Chistyakov is general director and major shareholder of SPZ's plant. A decade ago there were 35 bearing factories in the Soviet Union, Today SPZ is one of four survivors in Russia. "How did we survive? We brought in 200 new young managers and set up new marketing and IT departments. We also renovated our product range and

new types which we sell for which has reconstructed example to Fiat and to Daewoo's plants in Uzbekistan and Rostov on Don," Mr Chistyakov explains.

"Of course, we have to do barter deals as well. But money, everyone needs them so we can be choosy. Our main problems are taxes. bureaucracy and dealing with the monopolies. If in Soviet times there were 200 laws and regulations, now there are 600 and the tax people don't know the difference between turnover and profit. If companies paid all their taxes 93 per cent of their income would disappear. You cannot build up a company and invest in those conditions." Apart from being gouged by local and

national governments Mr

including British American per cent of our bearings are Chistyakov most resents the monopolies" which reformers in the last government such as Boris Nemtsov tried to break up.

"Here in the Volga region we should have cheap bearings are as good as energy from the hydro bar rages across the river and the big nuclear power plant 180km from here. But do we? Oh, no, we pay the same as people in Kamchatka (in the Russian (ar east) and because electricity is a monopoly, if you don't pay they cut you off."

in this way profitable companies such as SPZ end up subsidising the unreconstructed Soviet loss-makers which are often supplied with utilities whether they pay or not and are now

# Kohl trims expectations Bomb fears for of economic growth

By Peter Norman in Bonn

With just three days before Germany's general election, this government expectations of turnsround is there", he real economic growth this said. year to around 2.7 per cent from 2.9 per cent previously. Growth next year would "land in the region of 2.5 per cent," the chancellor said in

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important 4m level this month and next. Although year's average Helmut Kohl, the chancellor, unemployment would be yesterday trimmed more than im. "the

It appears that Mr Kohl toned down his expectations of growth in the light of a recent International Monetary Fund report, a pre-election interview with which predicted German the ARD public television growth of 2.6 per cent this year and 2.5 per cent in a

A month ago, Gunter worst-case scenario for next The IMF took account of would be "a good 3 per the crises in Asia, Russia and the financial markets. However, Mr Kohl said he which were not fully between August and

Meanwhile, provisional inflation figures based on returns from four large west German federal states

pointed to effective price stability in western Germany. Lower prices for raw materials, petrol and heating oil helped limit the rise in the west German cost of living to 0.7 per cent this month compared with September last year. The region's year on year

in August. The federal statistics office in Wiesbaden reported that living costs fell 0.3 per cent was confident that apparent at the time September, largely reflecting unemployment would fall of the economics ministry lower prices for holidays.

unchanged from 0.7 per cent

# **US** consulate

German police said yesterday they had received blocking off traffic in front information about a planned bomb attack on the US consulate in Hamburg and it and erecting tank traps, Mr was "probable" there were Fallak said links to the August bombings of two US embassies in Africa, Reuters reports from

Hamburg. Police spokesman Reinhard Fallak told a news conference in the northern port city of Hamburg that investigators had received "inforinflation rate was mation from a serious source" about the attack ນlans. He declined to reveal any

details. More than 100 police the clock to protect the arrested by German police in building and seal off the

area, he said. They were of the consulate, which lies on the city's Alster Lake, "We can't rule out that the

plan could be put into action," the police spokesman told reporters. "It is probable that this is related to the attacks on US

installations in Kenya and Tanzania." Mr Fallak added. More than 260 people were killed and more than 5,000 wounded in the twin embassy bombings in Africa, blamed by the US on Saudi dissident Osama bin Laden. A suspected close associate were being deployed around of Mr bin Laden was

Ukraine's default appears

the financial collapse in Rus-

sia. Though the terms of the

default were similar, inves-

tors in Ukrainian bonds

have been hit less hard. The

recovery value for foreign

holders of Russia's GKO

domestic government bonds

governor of the central bank,

said yesterday the ministry

of finance had offered to

negotiate a debt restructur-

ing with all foreign holders

of Ukraine's domestic gov-

Investors holding 200m

hryvnia in proceeds from a

Ukrainian bond issue which

matured on Tuesday are still

waiting to convert their

money into dollars, as

Ukraine's central bank and

Merrill Lynch, the invest-

ment bank which arranged

ernment honds.

Victor Yushchenko, the

was below 10 per cent.

(株理典章、東京年度 No. 1992年)

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Solidarity union poll

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**航海基础表现** 1975年1

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Wanted Green

Mary to the Contract of

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mann, chief economist of Brenner pass.

ing under environmental colneeded only one new tunnel, the Gotthard, not two.

to finance the SFr30bn it will cost only SFr11-SFr50 per household per year.

If voters reject the tax, the government will almost certainly cancel a vote on the financing of the Neue Eisengest construction project. tunnel will not be able to

Switzerland committed rapid increase in road traffic itself to building two new by shifting it to mil. The two tunnels in the early 1990s as

tunnels are designed to part of a transport agreerelieve congestion on ment with the EU banning Opponents of the new tax. An estimated 1m trucks a led by the Swiss trucking year are diverted around SFr500 a year. Hans Kauf- in places such as Austria's

have its new tunnels operating by 2005 when the EU agreement expired. The outcome of the refer-

endum will also have an important bearing on Switbilateral trade agreement with the European Union. by agreeing to impose a performance-related tax on EU zerland

The Swiss government had

If the Swiss electorate rejects efforts to introduce the road tax, it will be very difficult for Switzerland to resume negotiations with the EU over imposition of a performance related tax on EU trucks crossing the Alps.

Ukraine 'has defaulted on domestic government debt'

> At issue is whether "If the Icentral bank! does to be a direct consequence of Ukraine's central bank not convert the hryvnia into signed an agreement with dollars, then that would Merrill Lynch to convert the most likely cause cross-dehryvnia proceeds from the fault for Ukraine," said Alexander Bazarov, head of the isaue, which was hedged Kiev office of Credit Suisse against devaluation at a First Boston, the investment bank. "I do not envy my compatriots who have to tors opted voluntarily to roll make this decision.

over their maturing bonds If the central bank does into longer-term instruments, according to a lars, this would cost them restructuring programme roughly \$70m in foreign first offered by the ministry exchange reserves, and endanger a \$2.2bn, threeyear loan from the IMF. Fur-If the central bank does not pay the remaining investher disbursements of the tors, and it is decided that IMF loan are conditional on the central bank having the bank had originally agreed to do so. Ukraine reserves of \$1.33bn at the could be sued for default. That could in turn trigger a end of September. By actually paying the

cross-default in \$1.5bn-worth investors who did not accept of Ukrainian eurobonds and ernment may have angered other external debt, which would immediately fall due. investors who did. the deal, argue about This is a sum greater than The finance ministry had



A pensioner beas at a Kiev store as two customers enjoy snacks on the doorstee. An average penalon is worth \$19 a month. Reuters

go ahead with the conversion deal if it was 100 per

Mr Yilmaz, several thousand streets of Istanbul yesterday to protest against a 10-month jail sentence on the city's mayor for "provoking hatred". They called for the prime minister's resignation because of the legal clampdown on Islamic activism

Spain may set lower budget deficit target

Spain's centre-right cabinet draft 1999 budget which aims to reduce the public deficit below the target set in the country's European convergence programme. The government has

already indicated it expects to be able to trim its deficit target from 1.8 per cent of per cent.
Officials say it may now

below this, in view of expected further cuts in interest rates and the cost of servicing public debt. This would compare with

this year's target of 22 per cent and a 1997 figure of 2.6 per cent, well within the qualifying level for the Eurowhere some investors were pean single currency. The paid off while others had to previous year. Spain's public sector shortfall was 4.6 per

The budget bill, to be sent to parliament next week, is expected to fix a maximum 3.9 per cent increase for government expenditure in current terms.

But it will allow for larger education and health, as prospects, well as an extra provision phasing out of compulsory military service and the creation of fully professional armed forces by the end of 2002. Public sector investment is expected to rise by about 5.5 per cent. .The budget figures will be

from the current annual rate of 2.1 per cent. The inflation is set today to approve a target will serve as the benchmark for public sector wage increases.

The plan is pegged to hopes that, despite global financial turbulence, Spain will be able to keep economic growth going at a rate in real terms near the 3.7 per cent expected this year, one gross domestic product to 1.7 of the highest in the European Union. This would mean that public spending, pitch its objective slightly while growing in volume. would reduce its weight in the economy as a whole.

> The bill will allow for big spending rises in education and health

Barller this week, it trimmed its official 1999 growth forecast from 3.9 to 3.8 per cent. Private sector economists in Madrid believe a realistic figure would now be nearer 3 per cent, because increases in areas such as of the downturn in export

The government is counting on continued strong expansion of domestic demand. It sees this as generating enough budget revenues to offset income tax cuts effective from January. Officials indicated that total government revenues could

# Turkish minister quits over 'gangster' tapes

RUSSIAN COLLAPSE TO BLAME RECOVERY VALUE OF TREASURY BILLS 40%-50% OF ORIGINAL VALUE, SAYS STANDARD & POOR'S

at around 40-50 per cent (of whether Ukraine is obliged Ukraine's hard currency

375m hryvnia (\$120.9m) bond

Some 60 per cent of inves-

of finance two weeks ago.

minimum of \$170m.

stepped down as a member of parliament yesterday and next week. said he would resign as a

and Charles Clover in Key

government debt

domestic investors.

sory restructuring.

Standard & Poor's, the US

credit rating agency, yester-day said Ukraine had fol-

lowed Russia's lead and

defaulted on its domestic

The statement came three

weeks after Ukraine offered

to exchange its domestic

hryvnia-denominated bonds

yield. The offer was two-

tiered, with different condi-

tions applying to foreign and

Although the exchange

was voluntary, foreign and

domestic banks had little

choice but to accept the

unfavourable terms on offer

or face even worse terms at

a later date under a compul-

stitute defaults," said the

agency, "The recovery value

of Treasury bills held by for-

Both debt exchanges con-

new bonds with a lower

bring down the government, Reuter reports from Ankara. news agency said Eyup Asik resign over alleged links to a had submitted his resignation to the parliamentary speaker's office and would resign as a state minister

a trip to the US and Mexico

The Republican People's arrest. minister, following threats party (CHP). a leftwing from opposition MPs to group that props up Mr Yilmaz's minority coalition, threatened to topple the gov-The state-run Anatolian ernment if Mr Asik did not security scandal.

Turkish television has broadcast what it says are tapes of telephone conversa-

suspected gangster, Alaadin Cakicl, in which the minister allegedly helped him avoid

The CHP leader, Deniz Baykal, accused Mr Yilmaz of having known about the alleged contacts between the minister and Mr Cakici, and called for the government's resignation.

The prime minister dispatched security forces after him [Cakici]. The minister,

the police were coming." said Mr Baykal. The CHP's 55 deputies

hold the balance of power in the 550-seat parliament and have used their influence to force Mr Yilmaz to call early elections, reneatedly threatening to topple the his conservative-led government. The Anatolian news

agency said prosecutors were examining tapes of the Cakici, who was detained kill political and business last month on the French opponents. Riviera carrying a Turkish diplomatic passport. He is wanted in Turkey on charges of murder and extor-

Mr Yilmaz has denied reports that Mr Cakici had carried out undercover work abroad for the state but the affair has rekindled a scandal over allegations that politicians and security officials

Increasing the pressure on

based on the assumption of on a current pesets basis.

# Bondevik hits trouble on his first day back

Norway's prime minister, Kjell Magne Bondevik, ran into opposition charges that his government was "weak and unstable" when he returned to work yesterday, after 25 days on sick leave for depression, Reuters reports from Osio.

Mr Bondevik, 51, a teetotal priest in Norway's Lutheran state church and a former foreign minister, looked fit as he arrived at work, returning to woes including soaring interest rates and a plunge in oil prices. But the opposition Labour party, by far the biggest in parliament, launched an immediate attack.

"We see things are not going well with a weak and unstable government. Norway needs a strong government," said Thorbjoern Jagland, Labour party leader. 'We are ready to take over responsibility, if there is anyone to share it with." It was his clearest challenge yet to Mr Bondevik's threeparty coalition.

"Back to a political nightmare," the daily Verdens Gang said of Mr Bondevik's tasks in holding together his fractious coalition that controls only 42 of 165 seats in parliament. Labour bas 65



Mr Bondevik's first days almost a year after taking power. Political commenta- siter Saudi Arabia, and tors say he has been weakened by his apparent inability to withstand stress, even though opinion polls have indicated a groundswell of

Mr Bondevik's problems include an economy slowing he seemed unprepared for sharply after a plunge in oil the oil price fall, a surge in prices earlier this year to a interest rates, and a run on 10-year-low, and tensions



within his coalition over the will show whether he can 1999 budget, to be presented reassert his authority, on October 5. Norway is the world's biggest oil exporter pumps 3.1m barrels a day. Mr Bondevik had a

charmed first few months as prime minister, hailed by newspaper headlines such as "Bondevik Triumphs" or "Victory on all Fronts". But





# Swiss vote could delay Alpine tunnels project

Switzerland's plan to build two vital rail tunnels through the Alps could face serious delays if Swiss voters next Sunday reject a new road tax on heavy vehicles (\$21.4bm) project. The referendum, launched

by opponents of a proposed weight- and distance-related toll for heavy goods vehicles, has proved one of the most contentious in recent Swiss (Neat) project, Europe's bighistory.

jects, it would also further relations with the European introduce a form of road- until well after 2010. pricing to try to reverse the

Europe's most heavily used alpine crossing. industry, claim it would cost each household an extra

Bank Julius Baer, described the proposed levy as a "simple tax increase masqueradours". He said Switzerland

bahn-Alpen Transversale Not only would a rejection scheduled for November 29. delay two important pro- If this financing is not in place then, the construction complicate Switzerland's of the 36km Lötschberg tunnel and the 58km Gotthard Switzerland is one of the start on time. Completion first European countries to would probably be delayed

> the passage of 40-tonne trucks through Switzerland. Switzerland as a result of the ban, causing congestion

Supporters of the tax say zerland's efforts to finalise a Earlier this year Switzerland and the EU presidency appeared to have settled their transport differences. the main unresolved issue, trucks driving through Swif-

> originally hoped to charge SFr600 a truck to encourage the diversion of road traffic to rail, but it was eventually forced to accept SFr325. The scale of the charge is still unacceptable to some EU members, although the Swiss hope Germany will soften its opposition after this weekend's elections.

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# Congress impeachment timetable outlined

By Richard Wolffe in Washington

US congressmen yesterday outlined a rapid timetable to launch an impeachment inquiry into President Bill Clinton's conduct in the Monica Lewinsky affair, after the release of further unpublished evidence from the Starr investigation next

Henry Hyde, the influen-

was proceeding with "delib- deal with the White House ident committed perjury in dent counsel. Committee said she was determined to stakes over the president's erate speed" to take a first which would allow the presi- an attempt to cover up the sources say the documents - show that the Starr evidence relationship with the former whether to begin impeach- sure rather than impeachment hearings.

A full vote of the House of place to confirm that deci-Congress departs to campaign for the mid-term elections at the start of Novem-

Mr Hyde confirmed that of law, indicating he was tial chairman of the House Republicans had rejected prepared to take a tough line judiciary committee, said he any talk of a compromise on accusations that the pres-

vote on October 5 over dent to face a motion of cen- 18-month affair with Ms ment charges

"I do not know anybody... Representatives would take on the committee on the ing the truth," he said. Republican side who is consion by October 9, before templating anything remotely close to a deal," Mr

He insisted that the committee would uphold the rule

Lewinsky.

"The foundation of our legal system is based on tell-However, he in effect ruled out any widening of the

sky affair. The judiciary committee meets today to discuss the release of the remaining 16 boxes of evidence filed by

inquiry beyond the Lewin-

undercover tapes of Monica Lewinsky - are likely to be heavily censored.

However there seems little Republicans and Democrats burying their bitter differences over how much of them to censor, or how to proceed with an impeachment inquiry.

Kenneth Starr, the indepen- Democrat on the committee, ship intends to lower the

Interest rates

Overnicht rate (%)

including transcripts of did not warrant a full

She said: "So far what we able and I would prefer to prospect of the committee's take a look at everything they claim is impeachable and destroy that evidence in terms of taking it apart, dissecting it and showing it

But there were no signs Maxine Waters, a senior that the Republican leader-

White House intern.

Tom DeLay, the Republican whip in the House of have seen is not impeach. Representatives, yesterday refected Democratic suggestions that there could be a quick compromise deal to end the scandal.

Mr DeLay, a fierce and long-standing critic of the president, said: "There's a decision that we are going to stay the course, and there is

sury secretary, who said on

is critically important to the

US and the Americas more

It is also uncertain

plate, as some senior bank-

ers have suggested. Stanley

Fischer, the IMF's deputy

managing director, has met

senior international bankers

to resolve Brazil's crisis.

Some remain sceptical of

private-sector involvement.

analysts point out that Bra-

receipts which could be used

borrowing from foreign

George Soros, the interna-

last week about the meet-

banks and investors.

generally.'

foreign workers by more than 300,000 over the next three years. Both the Senate and House of Representatives are likely to back the expansion programme – aimed at meeting an acute shortage of workers in high-technology industry - after the White House reached a compromise deal with key Republicans late on

in Washington

US visa

plan for

workers

The US Congress is expected

to approve controversial leg-

islation to expand the num-

ber of visas for highly skilled

high-tech

Wednesday.

President Bill Clinton had Wednesday: "Brazil's prosperity and financial stability threatened to veto an earlier Senate bill on H-1B visas for highly skilled workers, because the bill did not provide adequate protection to whether the private sector the US workforce. But the will indeed step up to the new compromise deal envisages an end to the expansion programme in 2002, when the number of H-1B visas will fall back to its current

level of 65,000 a year. in London and in New York over the past two weeks to The current allocation of 65,000 was exhausted in May try to secure their support. in the face of strong demand Charles Dallara, managing for foreign recruits in the director of the Institute for computer industry. Under International Finance, a the newly proposed bill, that group that speaks for many financial institutions, said it limit would rise to 115,000 was essential that the prifor the next two years before vate sector should "work falling to 107,500 in 2001. together" with governments

worker visas has sharply split both the Republican and Democratic parties, as pro-union Democrats have allied with anti-immigration Republicans to oppose the zil has future privatisation expansion.

Under the compromise as the basis to guarantee deal, businesses will pay a \$500 fee for each visa request and renewal. The fees will tional investor, when asked fund around \$250m of college scholarships over three years for maths, engineering and computer students who have limited resources of

their own. The deal also meets White House concerns by extending the powers of the Labour Department to investigate any suspected abuses of the

visa programme until 2002. However, the US electronics industry has lobbled hard larguing that the number of US undergraduate degrees in key science disciplines has declined by more than 11 per

cent since 1990. William Archey, president of the American Electronics Association, said 20,000-30,000 H-1B visa applications were now on hold at the US immigration service. "In this very tight market for talented high-skilled workers. our companies are losing these skilled workers to foreign competition," he said.

# How to save Brazil without really appearing to try

Is Brazil too big to fail or too hig to save? This question has pre-occupied the financial markets internationally since Russia devalued and announced a debt standstill last month.

Now, one part of the question appears to have been largely answered. The implications for the international financial system if Brazil became the next domino to cullapse into financial crisis would be so dire that a significant international effort would be mounted to prevent it.

A senior official of the International Monetary Fund said as much yesterday, citing the country's "systemic" implications. Other senior officials have indicated strongly that before they embark on a more profound look at what they call the international financial architecture, the first priority is to stop too much damage being inflicted on the global financial system - and the key to that is

The question to which the international and Brazilian policymakers do not know

came to the crunch, the

An important part of the approach - carefully chorecgraphed between Brazilian. US and international officials to avoid such a crunch

First Fernando Henrique Cardoso, Brazil's president who is standing for re-election next month - delivered a message of fiscal austerity. which the IMF official said was "not that common"

This was then duly applauded by the US Treasury, the IMF and the World Bank, which made clear they would stand by the Brazil-

The final step was the statement by Alan Greenspan, Fed chairman, who made plain his concern that global financial turmoil should be ended soon, and and tax reform proposals.

country would be too big to

- came on Wednesday.

before an election.

official said that, if needed, the IMF would be part of a financial support package. which would also include multilateral finance from the World Bank and Inter-Amerbilateral finance from other governments and money from the international pri-

Brazil: rescue candidate

Yesterday, the senior IMF dropped a strong hint that, as a result, he would persuade the policy-setting Federal Open Market Committee to lower interest rates when

it met next Tuesday. Yet, if it can be avoided. ican Development Bank, the Brazilian government does not want to ask for IMF support until after the election, which Mr Cardoso hopes he can win in the first round on October 4. Ideally, the request for DMF support would be delayed until November, after Congress has passed social security

the credibility of any pro-

Washington said this week that an IMF programme for Brazil was a certainty, but only after the election. "It's like Clinton and Lewinsky: they want to find a way to admit they are intimate. without going the whole way," the official said.

If this much is established. other questions remain before the planned visit next week to Washington by Pedro Malan, Brazil's exchange rate policy.

which would greatly help finance minister. Though the immediate A senior finance official in the Brazilian financial markets yesterday, one of those questions is what would happen if the Brazilian timetable was disrupted. The senior fund official said a contingency fund for Latin

America suggested on

Wednesday by Mr Cardoso

was not the IMF's central

focus. Another question is what an eventual IMF programme would say about Brazilian

A third concerns the pressure nature and amounts of the at its disposal, to handle its contribution to Brazil.

deliberately vague whether US bilateral financing would be available, though this

appeared to have lifted on ancillary financing to the IMF. The IMF official said the institution's liquid resources - generally estimated at between \$5bn and added to the \$15bn general arrangements to borrow also

However, it has been kept

### ings between Mr Fischer and possibility was hinted at by the banks, described them as Robert Rubin, the US Trea-

per cent rate. After-tax corporate profits edged up in the second quarter after declines in the previous six months. They rose 0.6 per cent from the quarter before to a seasonally adjusted annual rate of \$481.8bm.

That followed consecutive drops of 1.6 per cent in the first quarter and 3.5 per cent in the fourth quarter of last

### 600,000 to 9.1m, although the ment and women's carnings placency. We must work revised figure was up from ment in new equipments for approval of an expanded proportion of blacks living in was also the same, with even harder to make sure the 1.6 per cent rate esti including computers, at an visa bill as soon as possible. mated a month ago and the 18.8 per cent rate. Govern initial 1.4 per cent estimate ment spending rose at a 3.7

## Mexican business chief arrested

By Henry Tricks in Mexico City

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yes und

Mexican authorities have arrested on tax fraud charges José Martinez Guitron, the former billionaire whose steel and tourism conglomerate Sidek left some \$2.2bn in unpaid debts in the wake of the 1994 peso crisis.

His arrest was expected partially to appease political upponents of a controversial Stilbn rescue of the banking sector. The debts of Sidek, llie first big Mexican compamy to default on its debts in 1985, are believed to have holstered the high cost of the ance fund, Fobaproa.

Mexican tax inspectors accused Mr Martinez Guitron and another top Sidek executive. José Manuel Gomez Gil, of under-reporting carnings from six subsidiaries and failing to pay some 106m pesos (\$10.5m) in taxes in 1995. They were arrested, however, on charges of not paying 50m pesos in taxes. The two are

eligible for bail. The arrests followed a recent pledge by President Ernesto Zedillo to crack down on white-collar crime. His government is fighting a political battle with opposition parties to win congressional approval to transfer the spiralling cost of the Fobaproa bailout to Mexico's public sector debt.

Opposition parties have said the bailout proposal would enable wealthy businessmen to dump their debts

Sidek's creditors, however, recently completed drawnout negotiations with the company to recover part of the losses by selling off

Sidek, via its Guadalajarabased tourism subsidiary Situr, became Mexico's biggust property developer in the boom years prior to 1994. buying up hotels and other luxury sites that went bust when the peso crashed. The lettwing Party of the Democratic Revolution (PRD) said in August a large chunk of its debts had been transferred to Fobaproa to ease strain on Mexican bank cred-

accused three prominent bankers of fraud in the aftermath of the peso crisis, but that has not assuaged calls from the opposition for more

CENSUS BUREAU PRESIDENT CLINTON CLAIMS FIGURES CONFIRM THE SUCCESS OF HIS ECONOMIC POLICIES

# Poverty levels in US fall to eight-year low

By Gerard Baker in Washington

US household incomes rose in 1997 for the third straight back to their lowest since cent. 1989, the US Census Bureau reported yesterday.

Last year, 13.3 per cent of Americans lived in poverty, down from 13.7 per cent in 1996, according to the bureau's annual income and poverty report. The largestand Hispanics. The number of poor blacks dropped by

poverty was still over 25 per cent. For Hispanics, the povyear, taking poverty levels erty rate dropped to 27.1 per

Last year, a family of four was considered poor if its annual income was \$16,400 or less; for a family of three the poverty threshold was \$12,802.

The poverty rate for white Americans was 11 per cent falls in poverty by ethnic and the gap between the groups were among blacks wealthiest and poorest was unchanged between 1996 and

average women's earnings at 74 per cent of men's.

The median household income for all Americans rose 1.9 per cent in 1997 to \$37,005, little changed from its peak in 1989.

President Bill Clinton welcomed the figures and said they confirmed the success of his economic policies, "All Americans have a right to be proud of these gains," Mr Clinton said.

"But we can't let these good times lull us into com-

that as our nation races forward, we give everyone a chance to come along." Meanwhile, the Commerce

Department reported that the US economy expanded at a slightly faster rate than previously estimated in the three months to June. Gross domestic product grew at a 1.8 per cent annual

rate in the second quarter, a robust. Consumer spending substantial slowdown from the 5.5 per cent pace recorded in the first three months of the year. But the

in July. As previously reported, the main factors behind the deceleration were a sharp

slowdown in inventory growth and the impact on domestic manufacturers of the Asian economic crisis. -Domestic demand remained grew at a 6.1 per cent annual rate and housing construction at a 15 per cent rate.

# Sport icon's lustre tarnished by suspicions of drug use

Jurek Martin reflects on the death this week of athlete Florence Griffith Joyner and the questions it raises about the issue of performance-enhancing drugs in American sporting arenas

phrase "Say it ain't so, Joe". It was directed at Shoeless Joe Jackson, the star accused with seven teammates of conspiring with gamblers to fix the result of the 1919 World Series and, though never convicted, subsequently banned from the

sport for life. With a slight variation it was back in vogue 10 years ago, applied to the US sprinter Florence Griffith Joyner, universally known as Flo-Jo. who was found dead in Los Angeles on Mon-

For the suspicion was that Flo-Jo's stunning successes in the 1988 Seoul Olympics, where she won three gold medals and set the 100m world record that still stands, was the result not, as she claimed, of improved training techniques but of the ingestion of performance-enhancing drugs. either steroids or male

growth hormones. proscribed substances and never failed a drugs test. But, pending the results of an autopsy, her early death at 38 has been widely and instantly ascribed to the after-effects of such sub-The government has

Flo-Jo, of course, was a modern US icon, as Shoeless Joe was before his fall from grace. She was famed for her perfect muscular physique. her multi-coloured six-inch

t is nearly 30 years since fingernails and her smoul-Americans first coined the dering charisma. Such was her status that it was logical that she would become the first head of President Bill Chicago baseball player Clinton's Council on Physical Fitness.

But her death is an instant reminder that most sports, American and global, and drugs, performance-enhancing and narcotic, are often indivisible. There were even recent suggestions that Mark McGwire's assault on

She was famed for her physique, her six-inch fingernails and her smouldering

charisma

baseball's single-season home run record was somehow invalid because he was taking a steroid-related com-She always denied taking pound banned in some sports, but not in baseball. Elsewhere, the Tour de France cycle race was nearly

abandoned this year because of police investigations into drug use by some teams. Michelle Smith de Bruin, the Irish swimmer who came from obscurity to capture three golds in the Atlanta Olympics, has been banned for doctoring a drug test, as was a US shotputter for fail-

Coincidentally, two former East German sports officials were convicted and fined performance-enhancing drugs to young female swim-

Within the US, each sport tends to have its own rules, often fiercely contested by players' associations as vio-Baseball, which puts a pre-

mium on natural hand-to-eye co-ordination and whose traditional banes have been tobacco, is relatively lax. Its players are fitter and bigger than they were, but no drug has yet been invented that

Football emphasises size, strength and speed and is, therefore, more susceptible to the use of substances that help all three.

·Coaches also used routinely to prescribe drugs enabling players to perform through pain and injury and to raise the level of their intensity, often with deleterious after-effects. This practice is now discouraged, though not necessarily abandoned. On the other hand, basketball's overriding concern is narcotics, including, like football, random testing for those on probation.

run-of-the-mill performers.

George Herman Ruth ate,

drank and womanised to

excess, but he was the Babe

and therefore inviolate. The



'Flo-Jo' celebrates winning gold at the Seoul Olympic Games

Superstars have always esteem enjoyed by Magic America, as Michael Wilbon off-court activities.

enjoyed more licence than Johnson, the basketball of the Washington Post player, survived his contrac- wrote this week, as much for tion of the HIV virus from the "glorious impression" she left behind as for the So Flo-Jo doubtless will suspicion that she did not mostly be remembered in come by it naturally.

# Past carnage spurs Florida storm plans

By Bonnie Harrison in Homestead, Florida

The warnings are official. Hurricane Georges is no longer a computer image of swirling vellows; reds and purples churning out there in no man's land. It is a stark reality that has already claimed more than 100 lives in the Dominican Republic and Haiti and buffeted Cuba on its way towards south Florida.

Six years after Hurricane Andrew's devastating visit, Georges, another late-season either survived it or rememstorm, looms as a menace to ber the miles of flattened residents of Homestead - an area of 30,000 people which was hit the hardest.

No one can predict the full impact - hurricanes are fickle and can still surprise the most seasoned forecasters. But the news from Cuba so far is good: Georges has not yet been as devastating as feared, even though the added to the confusion and economic impact on the northern Caribbean is esti-

mated at more than \$1bn. In Homestead, a farming town with a rich historic district and once a vital military community centred around its airforce base, the weather yesterday was reminiscent of the time before Andrew.

People were strangely quiet. Some were putting up their shutters and leaving. Others were resolved to stay. There was resignation on the many faces in the crowded shopping plazas.

poured north from the Flo-tions now.

orders. In a field behind a large recreation complex people were shovelling sand into containers, which they would take home to create barriers against floods.

residents was surveying the contents of their homes. It was time once again to pack up the family heirlooms and hope they made it through to the next generation. Powerful memories of Hurricane Andrew revisit the thousands of people who

The hardest part for some

homes and buildings that testified to its brutal No one expected a computer image to turn into a dragon that would devour cement and steel, shatter

glass and scatter debris. As Andrew moved toward south Florida, evacuations many people found they had moved to, not from, the danger zone.

Destroying a significant part of Dade County. Andrew was the most costly hurricane in US history. With more than \$25bn in damage, the rebuilding process has been slow.

It is still a work in prog-It was sunny and still. ress and only recently have the fruits of the past six years' work started to ripen. We are a strong and determined community," says Steve Shiver, Homestead mayor. "I think the people are a lot more serious and A steady stream of cars concerned about prepara-

Past carnage spurs bloride storm plans

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By Alexandra Harney in Tokyo and Farhan Bokhari in Islamahad

Masahiko Komura, Japan's foreign minister, has accused Pakistan of importing missiles from North Korea for a test last April thought to be part of the Japan should not offer its country's nuclear programme, it emerged yester-

At a meeting with his Pakistani counterpart in New York on Tuesday, Mr Komura said Japan would continue sanctions against Pakistan unless the country imported technology: "Our

ing, by next September.

We have reliable information that the missile used in the launch was imported from North Korea... The prevailing view within the Japanese parliament is that official development aid to countries that import missiles from North Korea," Mr Komura said yesterday.

A Pakistani foreign office spokesman denied last night the missile tested by the country was based on signed the Comprehensive position is that the missile

He said the country's scientists and engineers had the expertise to produce the missile in Pakistan and needed no foreign help.

Last month North Korea launched a satellite-carrying rocket towards Japan, derailing negotiations between the two countries and fuelling concerns about Japan's security policy. Nawaz Sharif, Pakistani

this week at the United

in New York that it was

Pakistan's "intention" to

well as North Korea, is considered critical to the trea-Mr Komura said the import of missiles from prime minister, said earlier North Korea was "unpardonable". Japan froze most of its Nations General Assembly development assistance and

withdrew its support for

additional funding by inter-

including an end to sanc-

Pakistan has said it will

only sign the CTBT, a 1996

agreement signed by over

140 countries, if India also

agrees to join. The participa-

tion of both countries, as

tions against the country.

Test Ban Treaty (CTBT), was indigenous. We have join the CTBT, if various national financial institu-which outlaws nuclear test- said it many times before." conditions were fulfilled, tions after Pakistan's underground nuclear tests on May 28 and 30. In April, Pakistan fired a medium-range missile, thought capable of car-

However, Mr Komura said Japan would consider backing new loans by international institutions, such as the International Monetary Fund, the World Bank, and the Asian Development Bank, because of Pakistan's

The US welcomed Mr Sharif's statement, Mike McCurry. White House

UN SPEECH PRIME MINISTER'S ASSURANCE COMES IN WAKE OF PAKISTAN'S PLEDGE TO ENDORSE PACT

# India prepared to sign N-test treaty

Nations in New York and Mark Nicholson in New Delhi

Atal Beharl Vajpayee, India's prime minister, yesterday said India was ready to conclude discussions on the nuclear test ban treaty, after Pakistan conditionally

pledged to endorse the pact. In his clearest indication yet of India's eventual willingness to accept the treaty, Mr Vajpayee said: "We are prepared to bring these dis- speedily removed," he said. cussions to a successful conclusion, so that the entry for two hours on Wednesday

is not delayed beyond September 1999."

Mr Vajpayee's Pakistani counterpart, Nawaz Sharif. said on Wednesday that Pakistan was prepared to sign the CTBT.

But Mr Sharif also made clear that his offer was a conditional one. "In this regard, we expect that the arbitrary restrictions imposed on Pakistan by multilateral institutions will be After the two leaders met

halled a new era in relations between the two states. India has consistently indicated during bilateral talks with the US since Delhi's

nuclear test blasts in May that it would not be hurried into signing the CTBT. Officials have maintained India would accede to the treaty only when it considers the conditions acceptable

 hoping in particular to win not just an end to sanctions but also additional benefits in return. In particular, India is seeking the relaxation of US bans on access to sistently played down the

sive Test Ban Treaty (CTBT) eral Assembly, Mr Vajpayee nuclear and other sensitive high technology. So far there are no signs the US is willing to agree to this. Delhi is also under far less

economic pressure to sign the treaty and end sanctions than Pakistan. The commitment is critical to Islamabad securing an International Monetary Fund loan agreement and additional external financing to shore up its highly vulnerable external accounts, which were thrown into crisis by the Indian officials have con-

multilateral sanctions on India's less vulnerable economy. Instead, for India, accession to the CTBT is more a question of attaining a global status which would place it on a per with exist-ing members of the nuclear club, including full access to foreign nuclear technology.

The Indian government has also argued it cannot immediately make an unconditional commitment to the CTBT for domestic political

## Nuclear threat undiminished in Pakistan clearly expects along with these treaty nego- shaken by its August 31 fir- giving it fuel oil and light

Fartian Bokhari in Islamabad

Pakistan's undertaking to sign the Comprehensive Test slapped on Pakistan, and Ban Treaty (CTBT) - and India, after their atomic India's statement yesterday - significantly advances prospects of that treaty coming into effect, but scarcely diminishes the nuclear

threat from the subcontinent, or Asia as a whole. would sign the CTBT in time countries to agree to a draft for next September's review of the treaty, signed in 1996 but yet to come into affect. if his country was freed "of coercion and pressure".

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the US administration to ask Congress for authority to waive the US sanctions tests in May. But it is not clear Islamabad or Delhi have fulfilled all of Washington's demands. In recent shuttle diplo-

macy, Strobe Talbott, US undersecretary of state, has Mr Sharif said Pakistan also been pressing the two treaty banning production of material which could be used in nuclear warheads. India and Pakistan are.

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1998 IPA Advertising Effectiveness Awards

tiations. But their reaction to Mr Talbot's other demands to stop short of putting their warheads on missiles and to behave as if they were signatories of the Non-Proliferation Treaty by not passing weapons know-

how to others are unclear.

To come into effect, the CTBT needs ratification by all 44 countries with civil nuclear programmes. If India and Pakistan now sign the CTBT, the only missing signature out of the 44 will be that of North Korea. But confidence in that country's with some quibbles, going behaviour has been further nuclear arms potential by of the global ban-

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Polaroid, Volkswagen, and Wallis. All these entries to the 1998 IPA

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ing of a missile over Japan into the Pacific. Even if the missile was, as

the North Koreans claim, a failed satellite launch, Tokyo has reacted with alarm. Its accusation yesterday that Pakistan was importing North Korean missiles. implied that Pakistan was giving a market and encouragement to the Pyongyang regime's arms programme. In addition, Tokyo has joined the US Congress in withholding money for

water reactors to replace riskier heavy water plants. Another effect of the North Korean missile launch has been to whet Japan's interest in getting anti-missile defences from the US. according to Professor John

Simpson, a UK expert on

non-proliferation. This deeply disturbs the Chinese because such defences could negate their nuclear arsenal. This week's announcements improve the chances of the CTBT coming into Washington's 1994 deal to effect, though there is grave "buy out" North Korea's doubt about US ratification

### **Philippines** braced for airline turmoil

The Philippines was bracing itself yesterday for the expected fallout on the country's economy from the col-lapse of its national air car-The closure of Philippines

Airlines (PAL), Asia's oldest carrier, on Wednesday night is expected to damp further an already sharply slowing It will have a significant

mpact, if only because of the geography of the country." said Jojo Gonzales, head of strategy for Merrill Lynch Securities Philip-

As an archipelago of more than 7,000 islands, the Philipoines relies heavily on air transport for its tourism industry, as well as for freight movement and a range of services such as cheque-clearing and postal deliveries. PAL dominated the domes-

tic market and was the sole carrier to a number of urban centres. PAL officials say the airline had a 70-75 per cent share of the domestic cargo market and a 50 per cent share of the domestic pas-

Noel Reyes, of the broker Anscor Hagedorn Securities, estimates the closure alone could reduce fourth-quarter national product growth by 0.5 percentage

The government already estimates growth will slow from 5.8 per cent in 1997 to 1.5 per cent in 1998 and many analysts forecast the economy will shrink by as much as 2 per cent.

Government officials said the closure could also increase the commercial banking system's non-performing loans as a percentage of total loans by up to 0.75 percentage points. Last month, non-performing loans stood at about 9.5 per cent of total loans.

Tourism, which represents about 5 per cent of the total economy, is likely to be especially badly affected by the closure. Roberto Antonio. tourism undersecretary, said it would "badly affect the mage of the Philippine tour-



Hun Sen fright) with his political rival Prince Norodom Ranariddh at

# Festivities flop as stable government eludes Cambodia

The opposition is determined to block Hun Sen's formal accession, writes

Ted Bardacke

Jesterday was to be a day of celebration in Cambodia. Gazing up at the full splendour of the magnificent Angkor temples, the country's new national ssembly was sworn in by King Norodom Sihanouk. A new government, legitimised by an election in July, should have been only a small step away, bringing a measure of stability to a country which has painfully

lacked it for three decades. Yet the planned festivities were a failure. As Hun Sen, the victorious Cambodian People's party (CPP), neared the king's palace, bombs exploded in the back of his motorcade, killing at least one bystander.

Mr Hun Sen's threats to arrest opposition leaders were immediately revived and a travel ban on them was reinforced; instead of attending a potentially important coalition-building meeting, Mr Hun Sen sat fuming in his Landcruiser at the foot of the Angkor complex until a helicopter whisked him back to the capital, Phnom Penh.

The formation of a new dream. The opposition, citing everything from elec-toral fraud to Mr Hun Sen's authoritarian tendencies. remains united in its determination to block his formal accession to power by refusing him the two-thirds vote necessary in parliament to

ratify a government. Basically we want Hun Sen out," says Kong Vibol. an aide to Prince Norodom Ranariddh, head of the royalist Funcinpec opposition party. "We can block him democratically, playing by parliamentary rules. We

have to convince the CPP that if they want a legitimate and functioning government they have to get rid of Hun Sen.

Mr Hun Sen responds: "If the opposition thinks I'm going to step down they're dreaming. And if they try to dissolve the present government by other means they

will face military action." The international community, principally the European Union, Asean and Japan, brokered and paid for the July polls. But despite a Iull in street battles that pulverised Phnom Penh in recent weeks, their objective - stable government led by Hun Sen, legitimised by elections - is unfulfilled. "We're beyond the hand-wringing stage," says one senior diplorolling their eyes at every

new development." In his fury, Mr Hun Sen has offered the opposition three options. He has said they can join him as junior partners in a coalition government; change the constitution to allow a government to be formed by a simple majority in parliament: or continue on with the present government in a caretaker role in perpetuity.

he last option appears most immediately plausible at the moment. But until a new fully fledged government is formed, Cambodia's hopes of regaining its seat at the United Nations, becoming a member of the Association of South East Asian Nations (Asean), and getting a full dose of muchneeded development aid "will be put on hold," says

an Asian ambassador. In addition, "decisions will be made by decree" by a caretaker government, says "That won't be political progress. Not much will have changed in the country to indicate it is moving in a

# Obuchi pledges new bank debt plan

By Paul Abrahams in Tokyo

Japan's ruling Liberal Democratic party and leading opposition parties resumed talks about banking reform yesterday but remained at loggerheads over the issue. Keizo Obuchi, prime minister, promised a new framework to deal with the banks' huge bad debts, effectively acknowledging that last week's hard-won agreement had unravelled.

But the opposition rejected Mr Obuchi's latest proposals, arguing they were too vague, seemed to admit the possibility of using public funds to rescue the troubled Long Term Credit Bank (LTCB) of Japan, and did not give a timetable for stripping financial policy-making powers

from the finance ministry. New financial legislation is critical for formation of a system to deal with the bank's non-performing loans. The government estimates these at Y87,000bu (\$636bn), but Moody's, the US rating agency, bolieves the true figure to be double that. The bad debts have forced the banks to cut their loan portfolios, creating a credit crunch leading to record levels of corporate bankruptcies.

The LDP yesterday offered an 11-page proposal to the opposition, including the replacement of a Y13,000bn pool to help the banking system with a new fund worth Y17,000bn. Though agreeing with opposition suggestions that LTCB should be nationalised, Mr Obuchi continued to propose the bank should be merged with Sumitomo Trust. "The merger should help stabilise financial markets and the economy." he said. The opposition opposes

such a merger. Naoto Kan, leader of the Democrats, the biggest opposition party, rejected the plan. "This, is not based on the agreement of the three parties [last week]. We don't intend to have discussions that aren't based on the agreement." The opposition over LTCB's financial position. If the bank were declared insolvent, it would be illegal to inject public funds under present legisla-

Separately, Atsushi Taka-hashi, president of Sumitomo Trust, said it would be difficult for his bank to meet the April target date for its merger with LTCB. Mr Takahashi, whose bank had previously insisted it would only take on LTCB's performing loans, yesterday said it might accept some of LTCB's class two loans, normally defined as those raising concern that recovery may be more difficult than

The LDP is determined not to allow LTCB to fail. because a collapse would damage its important political supporters in rural Japan. Agricultural co-opera-LTCB's derivatives and have lent money to the bank's leasing subsidiaries. A failure would be embarrassing for the finance ministry. which encouraged life insurance companies to buy LTCB's shares. These have fallen more than 90 per cent

# Mahathir cancels Anwar austerity measures

.By Shella McNutty in Kuala Lumpur

Mahathir Mohamad, Malaysia's prime minister, moved further against internal dissent yesterday while pushing ahead with his overhaul of the economic system.

But the wife of his sacked deputy, Anwar Ibrahim, released a videotape Mr Anwar made before he was detained that hit directly at the administration. On the tape, Mr Anwar

said the prime minister was "hungry for power and money, and wants to use the remaining time that he has in power to strengthen the interests of his family, and the interests of his cronies". Government officials made clear they would take firm

steps against any Anwar supporters who staged illegal assemblies. Abdul Rahim police, said: "National security will be undermined if we don't break the plotters." Tens of thousands of people have taken part in such rallies since Mr Anwar was and Mr Anwar. Bank sacked September 2 as deputy prime minister for having "low morals".

Mr Anwar denies allegations ranging from sodomy on Sunday for inciting riots, after holding the biggest rally so far. More than 100 people have since been arrested. Mr Anwar appointed his wife, Wan Azizah Wan Ismail, to carry on the movement but she is under investigation. The authorities have restricted her from staging railies. scrutinising all her visitors and driving media away.

Three men and a woman were charged in magistrate courts yesterday with circulating rumours about riots on the internet. The four pleaded not guilty to the charge, which carries up to two years' jail or a fine, or both, on conviction.

Separately, the government has continued with the economic changes that played a large part in the break between Dr Mahathir . Negara, the central bank, rolled back measures designed to safeguard the encouraging lending. It said loans would be declared nonperforming after six, instead of the usual three, months of default. Banks will no longer be required to provide a 20 per cent specific provision also loosened curbs on lending to buy shares.

They're making the problems worse," said Kate O'Donoghue, regional economist at Barclays Capital.

Dr Mahathir confirmed the World Bank was delaying disbursing a US\$700m loan to Malaysia until it received a clearer picture of how its new exchange controls were working. But he insisted his new measures were already working.

 Australia's deputy prime minister, Tim Fischer, called for the November Asia Pacific Economic Co-operation summit to be moved out Companies # on repatriati

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Fast track likely to stay in sidings By Mancy Dunne in Washington

The US House entatives is expected to vote whether to give the president fast-track trade negotiating authority either today or tomorrow.

Charlene Barshefsky, the US trade representative, has long tried to bring Republicans and Democrats together behind a "fast-track" bill that both could accept. Yesterday she said: "I don't see that the votes are there among either Republicans or

Fast-track legislation allows the president to negotiate trade agreements with a commitment from Congress that the final outcome of talks will be accepted or defeated without amend-

Its passage has always been one of President Bill Clinton's top objectives, so that he can negotiate in the World Trade Organisation and agree free trade pacts with Asia and Latin Amer-

However, the administration regards the House intention to vote as a ploy to embarrass the president and split the Democratic party in the run-up to mid-term elections. But the business and agriculture lobbles have taken the Republican leadership at its word, pouring millions into television commet-

The Business Roundtable's advertisement features a stuttering goat dressed as Uncle Sam, urging voters to call Congress in support of fast track. It hopes that more farm state congressmen can be convinced to support fast-track at a time when agriculture is in

"If the US government does not do its job of opening foreign markets to our exports, many of our businesses will die and the landscape of American agriculture will be forever changed," said Donna Reifschneider, president of the

National Pork Producers. However, few congressminds since Mr Clinton deferred his bid for fasttrack last year rather than see it defeated.

INVESTMENTS IN CHINA

# crisis likely to benefit China

Russia's economic crisis has freed up more than \$2bn in US Eximbank loans, much of which may be made available for projects in China, a senior bank official said.

Steven Howlett, senior business development officer at the bank, said that Eximbank planned to increase its lending to China despite a economic growth. He said lending to China would probably rise from about \$1.5bn in 1998 to more than \$2bn a year by 2000.

"Projects in Russia have literally been eliminated since the [latest] crisis there began," Mr Howlett said. "We are very bullish on China. China is a high-quality market. It is becoming our largest single borrower, just surpassing Mexico." Eximbank loans are for

projects which involve the import of US goods and serabout one percentage point above Libor, and typically have maturities of up to five years for equipment purchases and up to 10 years for

Mr Howlett said priority might be given next year to environmentally friendly profects including wind power, hydropower, water treatment and projects to clean up fossil fuel combustion. Power stations undertaken on a build-operatetransfer format were another area of interest, as were US aircraft sales to China, accounting for the lion's share of Eximbank lending to China for several years.

Eximbank's enthusiasm towards China contrasts with a relative scarcity in commercial bank financing and an increasingly gloomy mood among foreign investors in China.

The representatives of several western power companies in Beijing this week said that demand for power in some areas had dropped sharply in recent months, causing some Chinese state companies to seek a review

Another barrier was insufficient access to renminbi

**NEWS DIGEST** 

Companies report curbs

on repatriating earnings

China has imposed restrictions on the repatriation of

earnings by foreign companies, insisting in some cases

that they seek official approval each time they remit more

than \$10,000. The move has prompted concern in foreign embassies in Beijing and follows a series of measures

which appear inimical to the interests of foreign investors. "This limit is of great concern. Some of our companies

report that they have to get approval to repatriate even

\$10,000. This is a tiny amount," said one foreign diplomat

in Beiling. Other diplomats and company executives, how-

nevertheless reported more checks and delays in hard cur-

ever, said that the limit was not as low as \$10,000 but

The latest restriction on repatriation of earnings seems to have been directed at curbing the outflow of foreign

Computer fraud unit set up

The International Chamber of Commerce yesterday announced the setting-up of a special unit to advise com-

panies on how to combat the growing problem of computer fraud and other cybercrimes. The Paris-based organisation, which groups chambers of commerce and

individual companies from over 130 countries, said the new unit would focus on collecting information, advising

on prevention measures and Issuing warnings about crimi-nal methods and scams. Eric Eflen, who heads the ICC's

commercial crime services arm in London, said vesterday that cybercrime was expected to grow at least in line with

The fight against cybercrime is hindered by lack of information on its extent, the ICC said. Most crimes go unde-tected, and those that are picked up often go unreported

to any outside authority. Meanwhile, police forces lack the specialised resources needed to deal effectively with cybercrime. Mr Ellen said the cybercrime unit would pro-

vide a focal point for companies to report on crime in confidence, enabling them to share information about how the

crimes were committed that might provide lessons in pre-

Yard to build seismic vessel

Aker Finnyards, the Rauma-based shipyard of Norwegian

holding company Aker RGI, will build a saismic vessel for

Aker's seismic company, Aker Geo. Aker Finnyards will be

responsible for equipping and modifying a hull constructed

in Romania into an eight-streamer seismic vessel for offshore oil and gas exploration. The order marks the first of

six planned vessels for Aker's newly launched company,

Aker Geo, held jointly by Aker RGI and its oil service com-

pany Aker Mantime. Valeria Sköld, Oslo

vention for others. Frances Williams, Geneva

currency from China. James Kynge, Beijing

CYBERCRIME

the explosion of internet use.

SHIPBUILDING

### Russian | Cairns group urges end to export subsidies By Frances Williams in Genevo The 15-strong Cairns Group wants the negotia- members, which is led by Ministers from the Cairns

group of agricultural export-

ing countries yesterday called on the European Union and the US to desist from the increasing use of farm export subsidies which threatens to trigger a full-scale subsidies war.

The statement was made in Geneva to coincide with a meeting of the general coun-cil of the World Trade Organisation which is discussing preparations for new global trade talks including agriculture.

tions on farm trade, due to begin at the end of next year, to agree the "complete and early elimination of all forms of export subsidies." However, alarmed by

growing short-term pressubsidies as world farm commodity prices weaken, it is calling on the EU and US "to exercise restraint." In the current global economic environment, intensification of export subsidies would be sheer folly," the statement

Most of the Cairns Group the spirit. They argue that three years. Support for a ing is agreed until ev Australia, are developing countries in no position to match subsidies by the rich trading powers. They feer a damaging erosion of their existing markets if a subsidies war erupis, as well as sures for more use of export restricted opportunities to enter new markets including those in the developing

> Brussels, the main culprit. so far, says its subsidies are within WTO rules but Cairns officials said yesterday that while within the legal limits

hole in the rules by accumulating subsidy entitlements from previous years when Meanwhile, WTO members

yesterday began the arduous process of deciding on the agenda for the next series of international trade talks which are due to be ministerial meeting in the US in late 1999.

The EU yesterday argued for a very broad agenda to undertaking" within about

the EU has exploited a loop- broad agenda appears to be thing is agreed". Wash widespread across the devel- ton, in particular, is fee oped developing spectrum of the talks being held but there are some important dissenting voices.

India, for instance, yesterday said that a comprehensive trade round would be "premature" and Indonesia, speaking for the Association of South East Asian Nations also said implementation of existing agreements should of view over what subj have priority.

Countries are also divided on whether or not the negotiations should be a single undertaking, in which "noth-

tage to accord in the se tive agricultural are where the EU, Japan South Korea can be expe liberalisation of fa

There are also diverger should be included in talks beyond agriculture services on which negr tions are programmed u

# Data protection plan for electronic commerce

The International Chamber of Commerce yesterday presented model clauses for company contracts involving the international transfer of personal information which it believes could head off the looming threat of a transatlantic cyber-trade war.

Under the terms of the model clauses companies outside the European Union would undertake to give personal data emanating from within the EU the same level

tive which aims to safeguard individual privacy. The clauses also provides

for legal remedies if consumers believe their legal rights on privacy have been The EU directive empowers EU authorities to cut off

after October 25 exports of many kinds of personal information to countries which they judge not to have adequate data protection arrangements.

This includes the US day that the model clauses vices. Loans are offered at of protection as the EU's where data protection has fulfilled the EU's specified

ulation, raising fears of a severe disruption to US/EU countries without an estab-trade and an impediment to lished data protection the growth of electronic regime.

The ICC, which has

worked out the model contract in consultation with businesses on both sides of the Atlantic, will now submit it to the European Commission for approval. Christiaan van der Valk,

the ICC's electronic commerce specialist, said yester-

new data protection direc- been left to industry self-reg- criteria for the protection of personal data transferred to

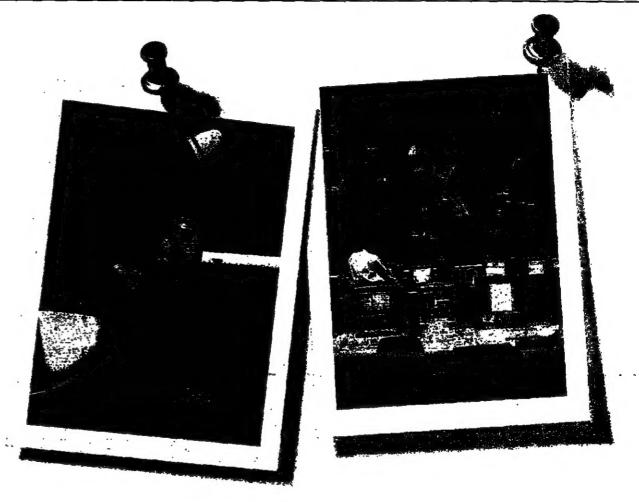
> "Once they are incorporated in a contract, the clauses become fully enforceable for the contracting parties. Provided that the EU Commission endorses them, they would avert a serious interruption of transatlantic data flows." he said in

The clauses draw on an existing model contract on use to continue to do busidata protection drawn up by ness, while still protecting cybertrading rules,

the European Commission, consumers' privacy rigi Europe, and endorsed by the Organisation for Economic Cooperation and Developrecommendations on protecting private data.

Mr van der Valk said the model clauses also fitted in with the desire of business for minimum government regulation of the internet and electronic commerce. "This is a market instrument that companies can

The ICC, which ends two-day conference on balisation in Geneva ye day, also said it would putting forward a broad regulatory programme electronic commerce at OECD meeting in Ott of the World Trade Organ tion in Geneva are also cussing a work program on electronic commo which could result in the



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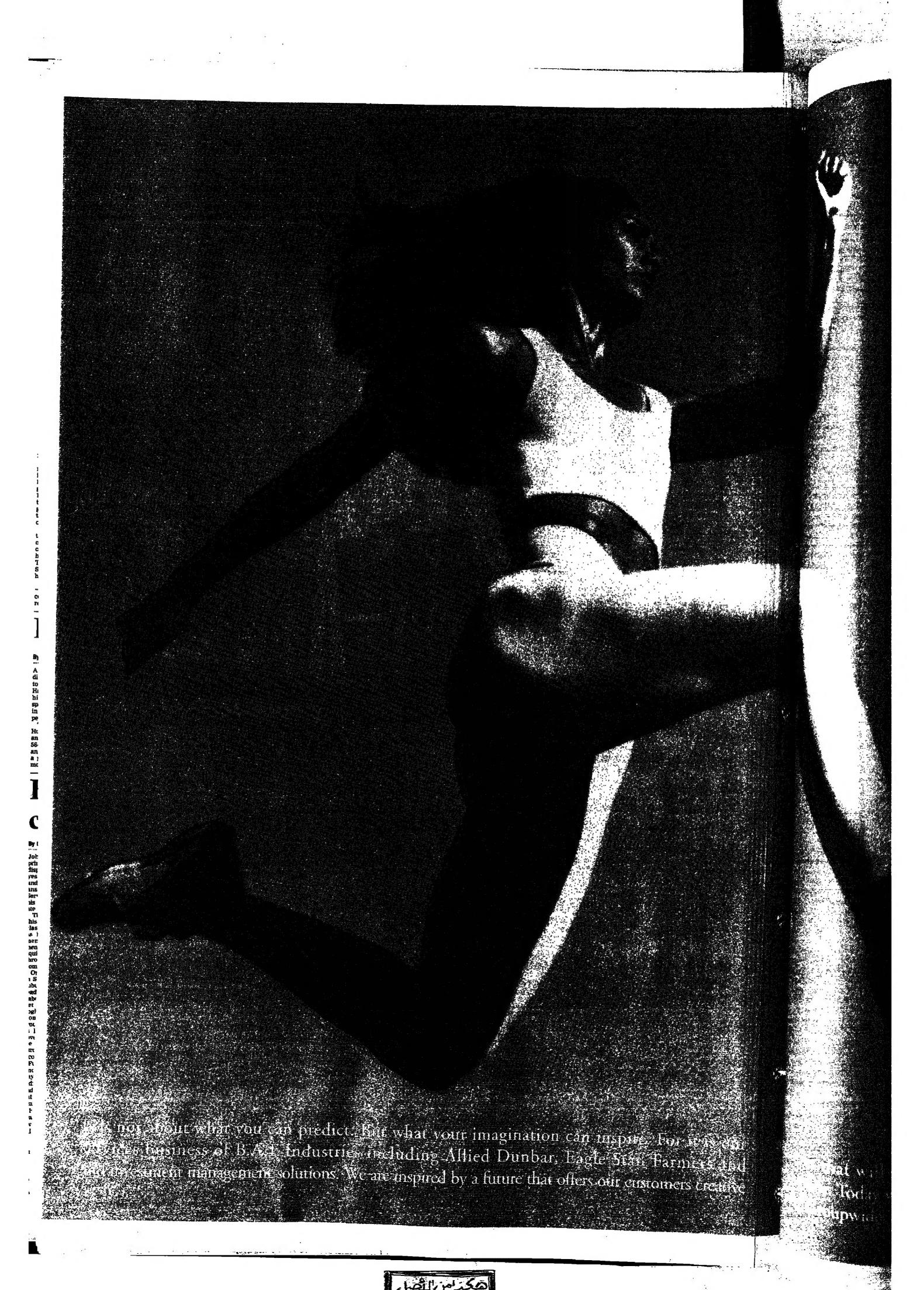
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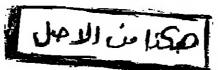
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# World Bank sounds alarm over risky emergency loans

By Robert Chote, **Economics Editor** 

The World Bank has warned its shareholders that it may need a politically controversial capital increase if it is to continue providing emergency help to countries facing financial crises.

The Bank has so far committed \$8.4bn to Asian countries and Russia that have fallen victim to financial market turbulence. Some directors of the Washingtonbased institution resent the way it has been forced to help finance short-term liquidity support that is normally the remit of the International Monetary Fund.

The Bank's annual report, published vesterday, showed that the International Bank for Reconstruction and Development (IBRD) - the arm of the Bank that lends to middle-income governments - committed a record \$21.1bn in loans during the

This was 77.7 per cent of large borrowers need to go sustainable level of lending in any one fiscal year. Had this ratio hit 80 per cent, formal consideration of a capital increase would have been triggered automatically.

The loans to Asia and Russimply because of their size. but also because they have increased the riskiness of its loan portfolio. For example, more of the Bank's lending is now concentrated on a few vulnerable borrowers.

quality of the portfolio and the growth in the loan book over the past year has absorbed much of IBRD's risk bearing capacity," the Bank management has told its board. "This means IBRD has very limited scope to expand the volume of its lending at present." Staff estimate that only

what the Bank regards as a into arrears before even its normal lending operations would have to be cut back.

The Bank has sounded the alarm only weeks after its board controversially agreed to boost the institution's income by increasing the sia have put the Bank's cost of loans to its middle-infinances under strain not come borrowers. These countries believe they are being forced to pay for the priorities of the richer nations debt relief for poor countries and short-term rescue pack-

But the Bank management "The deterioration in the concedes that there is a rationale for it to provide IMF-style finance. Agreement on the long-term structural reforms in which the Bank specialises is now seen as an essential complement to macroeconomic measures in stabilising crisis economies and restoring investor confidence Officials believe that if the

two of the Bank's existing Bank is to continue providing crisis assistance it should be formalised in new "emergency structural adjustment loans" (ESALs). with shorter repayment periods and higher charges than the Bank's normal loans. But if the Bank is to offer these loans to the sorts of

large, risky, contagion-prone

economies that have fallen

victim to the crises so far,

then it will need to change its financial structure so it can take on more risk. One option is for member countries to contribute more capital and reserves. although the IMF has demonstrated how hard it might be to persuade the US Congress and other national parliaments. At the end of June the IBRD had paid-in capital of \$11.3bn. During the last fiscal year it also carried out medium and long term bor-

rowing of just over \$28bn,

well up on the \$17.7bn

recorded in fiscal year 1997.

Another approach would be for shareholders to allow the Bank to operate with fewer reserves relative to the size of its loan book. But as well as making it more likely that shareholders would be called upon to future, this could also make it more expensive for the Bank to borrow in financial markets.

A further option would be to sell parts of the Bank's likely to be called upon to loan portfolio. But this is help finance crisis manageunlikely to be viable at a ment for as long as the leadtime when investors are ing industrial countries demanding higher risk pre- believe it has spare cash.

facility could also be created, which might allow the Bank to mobilise private sector

financing. These options may al prove so unappealing that the Bank to stop providing emergency finance. Some senior Bank officials believe this would be the best outcome, although they recognise that the institution is

ease possible anger among

Iran's Islamic hardliners, Mr

Cook said he "confirmed"

that "neither we nor any of

our EU partners condoned

the content" of Mr Rushdie's

Rritain and Iran restored

diplomatic relations in 1990

after the Iraqi invasion of

Kuwait. Iran staved on the

Yesterday's meeting was

sidelines in that war.

**NEWS DIGEST** 

IMPACT OF FINANCIAL TURMOIL

### African growth rate likely to fall by 1 or 2 per cent

Africa could lose between 1 and 2 per cent of gross domestic product growth this yeer because of the global financial crisis, the UN's Industrial Development Organisa-

In October last year, the IMF forecast 5.3 per cent growth, but the combination of turnoil in world markets and adverse weather has seen estimates fall to under 2

Although the continent's low share of world trade and financial illiquidity has shielded it in the short term, falling commodity prices and reductions in overseas development assistance are "a cause for deep concern for African economles", said a Unido report.

The IMF forecasts sub-Saharan African exports will decline by 2.7 per cent in 1998, following virtual stagnation last year. If Asian exports of directly competitive products like wood, rubber and palm oil begin to pick up, benefiting from currency drops of about 30 per cent, competition

Following Asia's \$125bn ball-out, official development assistance could also plummet. The IMF estimates that official flows to Africa will drop from \$8.4bn in 1997 to \$4.4bn this year, while net foreign direct investment and net portfolio investment will fall from \$10.3bn to \$7.7bn in the same period. Mark Turner, Nairobi

LESOTHO

### Organised resistance fades

A measure of calm returned to the burned-out capital of Lesotho yesterday as South African and Botswana troops maintained a close watch on the lawless streets.

Bands of looters still roamed the city, but in smaller numbers than on Wednesday, and gunfire was only spo-

A pall of smoke still hung over the city, which was engulfed by chaos on Tuesday when Pretorla poured troops into the tiny, mountainous kingdom at the request of Prime Minister Pakalitha Mosisili to quell what he called an army mutiny.

The commander of the joint intervention force said organised military resistance had faded, but that his troops were still under sniper fire from rebel soldiers who had retreated to the hills surrounding Maseru.

At least 66 people were killed in fighting, with the South African army counting eight dead. Reuters, Meseru

TERRORISM IN ISRAEL

### Bomb explodes near university

A bomb exploded close to the Hebrew University in Jerusalem yesterday, the third in Israel in as many months with no organisation claiming responsibility. In all three cases, no one was killed, raising speculation among the security forces that either Hamas, the Islamic resistance movement, had changed its tactics away from suicide bomb attacks, or that the incidents were the work of unknown

Judy Dempsey, Jerusalem

### RUSHDIE AFFAIR LINKS TO BE RENEWED AFTER TEHRAN REFUSES SUPPORT FOR KHOMEINI FATWA DEMANDING BRITISH AUTHOR'S DEATH Britain and Iran to exchange ambassadors

By Laura Silber at the United Nations in New York

Britain and Iran yesterday struck a deal to exchange ambassadors, after Iran said it would not threaten the life of Salman Rushdie, the author under a fation - a religious edict calling for his death - since 1989.

The move comes after Robin Cook, British foreign secretary, flew nearly 24 hours to meet his Iranian counterpart, Kamal Kharazzi, on the margins of the UN General Assembly in New York and after recent intensive diplomatic con-

But Iran's announcement does not mean the lifting of the fator against Mr Rushdie. Shortly before his death. Ayatollah Rubollah Khomeini issued the fatura

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"Satanic Verses" were blas-

For nearly a decade Mr Rushdie, a UK citizen, has lived in hiding under British police protection - his status a major obstacle in Anglo-Iranian relations.

Mr Cooke admitted that

declaring the author's the franian position stopped short of a repeal of the edict, and expressed doubt that the government could sway the Iranian Fifteenth of Khordad revolutionary foundation to rescind its \$2.5m bounty on Mr Rushdie because of divisions in Iranian society and

government.

announcement amounted to it". "privatising" the fatwa. Mr Cook said: "The threat to Salman Rushdle is dimin-

ished by the statement." He said he believed Mr Rushdie, who was in the Foreign Office when the agreement was announced, would would reduce the threat to his safety".

In a statement Mr Kharazzi sald: "The Government of the Islamic Republic of mal document. Iran has no intention, nor is it going, to take any action whatsoever to threaten the life of the author of The Satanic Verses or anybody associated with his work, nor will it encourage or assist anybody to do so."

He said Iran "dissociates itself from any reward which has been offered in this

Asked whether yesterday's regard and does not support

Mr Cook said: "These

assurances should make possible a much more constructive relationship between the United Kingdom - and I believe the European Union - with Iran and the opening of a new chapter in our rela-"welcome anything which tions." The statement was agreed between the two foreign ministers, but it was said in front of television cameras rather than in a for-

> Mr Cook said Britain's security forces would continue to provide protection for Mr Rushdie. "Of course this does not provide Salman with protection against a fanatic seeking to carry out the original fatura. We will continue to give whatever protection is appropriate to

the first between British and Iranian foreign ministers since 1994, when Douglas

Hurd, then foreign secretary, met his counterpart. Ali Akbar Velayati. The two countries agreed to explore ways to combat drug trafficking, facilitate

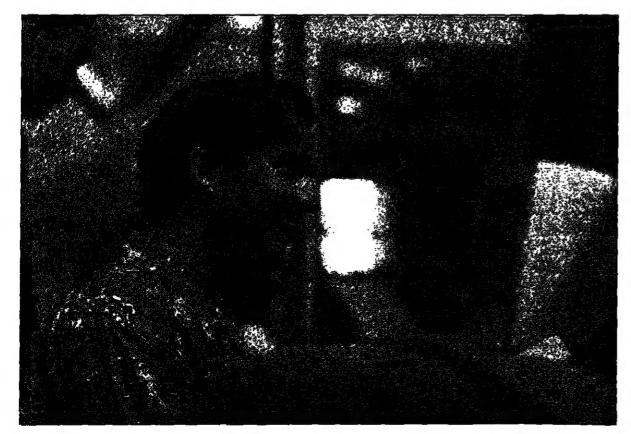
humanitarian assistance to

refugees and work towards resolving conflicts with Afghanistan and Iraq.

### ADVERTISEMENT FEATURE

# Microsoft invests in the future to create employment and economic growth in Europe

As the shortage of skilled IT workers becomes greater and greater, the company trains tens of thousands of professionals to provide them with the skills European businesses need to remain competitive in today's marketplace



A recent IDC/Microsoft study shows that Europe is facing a critical shortage of skilled IT professionals -510,000 jobs will be unfilled at the end of 1998, growing to 1.6 million by 2002. In the wake of accelerated growth, the IT industry is creating jobs faster than people are gaining appropriate skills, resulting in this severe shortage of trained IT professionals. Policy makers and members of the IT industry agree that unless steps are taken to train individuals to fill these jobs, the gap will continue to grow and the economic benefits of the information society for Europe will be delayed. Microsoft is playing an important role in the future of education and training in Europe. The company has initiated a number of innovative training and education programmes to help today's students, graduates, unemployed workers and current workforce develop the skills they will need to contribute to the growth of the European economy.

During a recent visit to Europe. Microsoft Chairman, Bill Gates, said, 'If there's anything holding back the

investment in IT, it would be the skills shortage, and that's even more true in Europe than in the United States. There are not as many IT professionals as the market will require and so a lot of people in the industry are coming together to see how we can help bridge that gap and benefit from the opportunities that are out there." The guiding principle at Microsoft

to address these issues is partnership at the local level. By working with local governments, agencies and educational

institutions, the company concentrates on making sure that skills training programmes are relevant to the needs of individual communities.

Microsoft's training initiatives are designed to encourage what the company calls 'lifelong employability' and revolve around three main areas : working to ensure that students have the adequate skills to find gainful employment once graduated, helping long-term unemployed people access the training that will allow them to successfully enter the marketplace, and providing continued training opportunities for current IT professionals to help augment the possibilities of viable careers.

### Microsoft works to reach more and more students to Increase the number of trained professionals in the IT budustry

As a result, the company works to bring IT training to more and more students in order to increase the number of trained professionals entering the industry. Some of Microsoft's initiatives include:

 The Microsoft Authorised Academic Training Programme (AATP) which currently operates in 57 locations throughout Europe. The AATP provides training for teachers and reduced pricing for

 Microsoft Authorised Technical Education Centres (ATEC). 400 centres exist across Europe and provide training for more than 20,000 students per month.

Innovative national programmes

in countries where Microsoft does business. For example, Microsoft Italy works closely with the Italian Ministry of Public Education on two initiatives. The first, called 'Programme for the development of multimedia 1997-2000', is a joint agreement to promote the proper use of software and multimedia in schools and Microsoft provides

special pricing to allow schools to purchase selected products. The second revolves around a series of 21 free seminars for professors in mid to higher level education that focus on Microsoft Office and the Internet.

In the United Kingdom. Microsoft has established the Graduate Academic Student Programme through which the company works with universities to ensure Microsoft Certified Professional accreditation is included in degree programmes.

### Working to close the IT skills gap by helping long term unemployed people find Jobs in IT

Microsoft is also actively contributing to closing the IT skills gap by helping unemployed people use knowledge of information technology to enter the industry. Microsoft's European Scholar Programme, which runs in twelve countries has seen more than 2,500 people graduate in the past two years. Nearly 100% of them have found jobs, and almost 90% within 30 days of completing their training. One of the most dramatic examples of Microsoft's European Scholar Programme is found at the Ballymun Job Centre in Ireland. The project there, called Tramlines, is a joint public-private initiative that allows long-term unemployed people in that community to follow training courses to obtain the level of skills needed to obtain professional jobs in the IT industry. Not only has this goal been achieved, but the success was so great that a spin-off programme was created to welcome an ever greater number of participants.

### in Europe today, there are over three million IT professionals in the workforce who need to keep pace with the fast-evolving information technology

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Through Microsoft's certification and training programmes, IT professionals can continue to improve their skills and keep pace with the speed at which technology is evolving. Microsoft has trained over 1.2 million IT professionals worldwide. in the past year, that number included 118,000 people who received Microsoft certification, 60,000 of which were in Europe. The programme achieves such

success by providing a range of training materials to people who want to gain the status of Microsoft Certified Professionals. In addition, to 'skill' the contractor market, Microsoft provides training through independent IT recruitment agencies, some of which partner with the company's ATECs, to design programmes that give contractors recognised industry qualifications - which help to enhance career prospects.

Bernard Vergnes, Chairman of Microsoft Europe, Middle East and Africa says, 'As a responsible and concerned employer, we are making a long-term investment in training initiatives, and the results of our programmes so far have been extremely successful. If Europe is to remain competitive in the long term it is imperative that private and public sectors work together to help close this potentially damaging skills gap growing in Europe. Not doing so will greatly hinder Europe's economic progress."

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(C) MONETARY POLICY REVISIONS TO NATIONAL ACCOUNTS SHOW CURRENT UPSWING STRONGER THAN EXPECTED

# Bank may be deterred from rate cut

**Conomics** Editor

The Bank of England, UK las been stronger than it expected. ooked while the last recesnon was shallower.

ent with stable inflation. est rates - especially given

Previously it put this "out- the international environput gap" at about 0.5 per ment.

Gordon Brown, the chanentral bank, may be more cellor of the exchequer, has eluctant to cut interest long warned that the econates following revisions to omy faced a "necessary slow-Britain's national accounts down". Yesterday's figures resterday showing that the suggest that it will need to current economic upswing be sharper than previously

But the level of output consistent with stable infla-The Treasury estimates tion is highly uncertain. that the output of the econ-omy may be nearly I per well feel the revision is too cent above the level consist-

The short-sterling futures output 0.7 per cent up on a market concluded yesterday that the chances of an early interest rate cut had improved, but this owed much to growing expectations of a US rate cut.

The Office for National export order books at a 15-Statistics still believes that year low, suggesting pain the UK economy was growing at around its long-run trend rate between the first and second quarters, but following stronger growth in each of the last eight years than it originally estimated. balance of payments has

Manufacturing looks healthier than it did with is still in surplus.

year ago, compared to previoverseas asset position is now thought to have been in alone. ous estimates of a small fall. But the latest survey from the red for two years. the Confederation of British Industry, Britain's largest that the economy has grown employer's lobby, showed 20.1 per cent since spring

Consumer spending appears to have slowed more They had thought that sharply in recent months output had grown 18.6 per than earlier data suggested. cent, after a recession of 3,6 per cent. The current account of the

Economic growth looks

1992, which marked the

end of a two-year recession

in which it shrank 2.8 per

investment growth has been However, the UK's net revised up substantially more than threefold in 1996

But husiness investment Statisticians now calculate fell 2.7 per cent in the second quarter, following five consecurity increases.

> The revisions reflect Euro pean accounting standards, the use of 1995 prices to weight different parts of the economy, better business surveys, direct measurement of public sector productivity and a broader definition of

# New accounting system redefines the humble cow

European rules introduced yesterday bring the UK into line with the rest of the world. Richard Adams examines the changes

When is a cow not a cows become "cultivated cow? When it is assets yielding repeat prodincluded in the new ucts", and are counted under system of national accounts introduced yesterday. It marks the biggest change in the way the UK economy is measured for more than 35

Yesterday saw the publication of the latest Blue Book mates of investment and of national accounts and the Pink Book of balance of payments. The ONS normally f uses these volumes to revise previous estimates of economic activity, incorporating new information and ironing out statistical probchanges have been announced this year. Several are far-reaching.

Several are lar-reaching.

Take the humble cow, Under the previous system of accounts it happily chewed cud and produced what the unemployment rises, the ONS called "inputs" - milk social welfare areas of the - used to produce other goods such as chaese.

But under the European System of Accounts, which the UK is required to adopt by the European Union, domestic product, the figure production sector

capital investment rather than intermediate inputs. Spending on computer software and mineral exploration are also reclassified as capital formation rather than inputs. This boosts estigross domestic product.

duced yesterday means that the output of parts of the public sector will be maasured directly rather than by using inputs, such as employment or procurement, lems. But substantive as a proxy. In education quality-adjusted pupil numbers will be used to measure output rather than a head count of teachers.

One of the changes intro-

One odd result will be that during a recession, when government will probably become more productive as they deal with more people. Another change is to the headline definition of gross

1983 34 36 36

which includes them, bringing the UK into line with the rest of the world.

goes the measurement of two categories: household GDP at factor cost, which final consumption expendi-excludes indirect taxes and ture and final consumption government subsidies. In of non-profit institutions comes GDP at market prices, serving households.

may simply be postponed.

The introduction of the new system coincides with the regular "rebasing" of the ing" is relabelled as invento- of "real" activity for the past sive. Rebasing reduces the

most commonly used to mea-ries, while "consumers' three years will now be calsure economic growth. Out expenditure" is split into culated using 1995 rather The rebasing reduces esti-

mated economic growth rates over the period. Consumers tend to spend more on goods and services that are becoming relatively cheap and less on those that In addition, "stockbuild- national accounts. Measures are becoming more expen-

### Trade deficit forecasts look set to be scaled back

deficit this year and next look set to be scaled back by billions of pounds after it emerged that exporters have performed far better recently than previously thought, Richard Adams writes. The ONS's new accounting mailhods have uncovered exports of services by companies outside the service sector, such as

companies, that it had not previously recorded. The 1997 Pink Book, the detailed breakdown of the UK's external position, added around £1bn (\$1.6bn) to £1.5bn to last year's trade in services surplus. The higher services figure helped the revised overall surplus for 1997 double from previous estimates of £4.5bn to was the highest ever

recorded in cash terms. The Pink Book also unearthed extra exports of manufactured goods. The latest current account figures for the second quarter of this year - also published vesterday continued the buovant news. The current account - which includes income from invisible earnings - was in surplus by £600m during

weight given in the national accounts to parts of the economy for which prices are rising relatively slowly and in which output as a result is rising quickly.

Old beef

Estimates of gross national product will also be reduced because the treatment of value-added tax rev enue paid to the European Union will change.

Elsewhere, the ONS has widened the scope of its survev data used in compiling the accounts.

It will now use the inter-Departmental Business Register, which covers 98 per cent of UK economic activity and improves the consis

tency of the accounts. The various changes mean that the big computer models of the economy, like those used at the Treasury and Bank of Rngland, the UK central bank, will also need extensive revision to deal with the new figures.

### **NEWS DIGEST**

MIDDLE EAST

### FBI intelligence 'led to arrest of terror suspects'

Foreign-based intelligence that the UK is being used by terrorists plotting further attacks against US targets around the world is thought to have been behind the arrest of seven middle-eastern suspects in London on Wednesday. Information is thought to have been provided by the Egyptian government and the FBI. The suspects had been linked to Islamic terrorist groups closely associated with Osama bin Laden, the Afghanistan-based Saudi fundamentalist US authorities believe plotted last month's bomb attacks in Tanzania and Kenya. The Al-Muhajiroun group in London, which vocally supports Mr bin Laden, yesterday claimed that six of the detainees were Egyptian and the seventh a Saudi who has arranged media interviews with bin Laden. Islamist activists said that the arrests may have been prompted by the recent decision of the Saudi suspect to leave Britain. The suspect is thought to have nformed the Home Office a week ago of his plans to leave the country, having failed to obtain asylum.

Lord Avebury, of the opposition Liberal Democrats, said vesterday he feared the UK government was clamping down on exiles and asylum seekers in order to appease Middle Eastern governments with which it trades and shares strategic interests. Jimmy Burns and Roula Khalaf, London

### SATELLITE TV

### BSkyB warned on screen guide

British Sky Broadcasting, the satellite television company, has been told by Oftel, the telecommunications watchdog, that its on-screen guide to its 140-channel digital network may breach European law. The warning comes a week before the launch of BSkyB's digital service, which is accessed via an electronic programme guide. Oftel sald there were "some concerns". One is that although a BSkyB logo appears prominently on its guide, other broadcasters whose channels are carried by BSkyB - such as the BBC - are not allowed to display their own logos. One of those broadcasters said yesterday: "Either all broadcasters should be able to have logos displayed with equal prominence or none should. Unlike some electronic programme guide owners in the US, BSkyB both operates the satellite platform and owns its own content. Competitors believe the broadcaster could favour its own channels.

### RAILWAYS

### \$117m train order for Adtranz

Connex Rall, the privatised train operator that runs commuter and longer-distance services in south London and south-eastern England, has ordered 25 trains costing 270m (\$117.6m) from Adtrenz, the International rolling stock manufacturer. The new trains will come into service in time for winter 2000. The order will consist of 15 fourcoach trains and 10 three-coach trains. Adtranz will build the trains at its works in the English midlands and maintain them at a depot near Ashford in south-east England, Connex will pay for the trains itself but will arrange a sale and leaseback with one of the train leasing companies. Charles Batchelor, London

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# **New Homes** Supplement 1998

Saturday October 17

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# Generator allowed to buy electricity group

and David Wighton

The government yesterday ignored the advice of the competition authorities and allowed PowerGen. Britain's second-biggest fossil fuel generator, to buy East Midlands Electricity for £1.9bn (\$3.1bn) on condition it disposes of two large coal-fired

power stations. Peter Mandelson, the trade and industry secretary, overruled the Office of Fair Trading, which recommended the bid be referred to the Monopolies and Mergers Commission, and the electricity reg-

MMC investigation would have delayed the disposals and the signing of long-term coal contracts by the generators which the government believes will safeguard thousands of mining jobs.

spur further consolidation in the domestic power sector as well as opening the door to increased purchases of British coal by generators.

Mr Mandelson said that he agreed with the directorgeneral of fair trading that the bid raised "significant competition issues", but had decided to allow the purchase to proceed provided

### Royal Automobile Club deal is referred to watchdog

the RAC's Pall Mall club will

have to wait until early next

year before hearing whether

they will each receive the

The future of the Royal Automobile Club, Britain's oldest motoring organisation, was plunged into renewed uncertainty yesterday after the £450m (\$756m) bid from Cendant of the US was referred to the Monopolies

and Mergers Commission, Charles Batchelor writer The 12,000 members of

PowerGen sold 4,000MW of

its 13,628MW coal and gas

fired capacity. He said there

was "no question of simply

£33,000-£35,000 payout that will result from the Cendant, a US marketing group, announced its

intention to bid for the RAC's motoring services

PowerGen yesterday wel-892p to 888p. Mr Mandelson comed the government's is due next month to publish decision and appointed Goldhis response to government man Sachs to oversee the proposals calling for the sale waving the merger through". sales. Its shares fell from of under-used coal plant and

arm in April, a week after

to an acrimonious battle

members, with those living

overseas objecting to being

excluded from the payout.

the rival Green Flag

between the club's

The MMC has until

December 23 to report.

completing the purchase of

of gas-fired power stations to protect coal sales while new electricity wholesale pricing arrangements were intro-

Competition experts said it was ironic that Mr Mandelson had ignored the OFT's advice in his first important merger decision, given that the government was looking at reducing political involvement in merger control.

PowerGen previously had offered to sell just one 2 000MW power station in return for being allowed to buy East Midlands.

Analysts said Ferrybridge

stations sold. They expected the disposals to raise about

Energy groups that have expressed interest in buying coal-fired power stations include Centrica, which trades as British Gas. British Energy, the nuclear power generator, Enron the big US energy group and RJB, the

As a further safeguard, Mr Mandelson has asked Power-Gen to ringfence its generation, distribution and supply businesses under separate managements,

# iberal Democrat leader warns Blair

Paddy Ashdown, the leader of the Liberal Democrats. the opposition party, yesterday urged Tony Blair, the prime minister, to abandon his "control freak" tendencles and move swiftly to introduce electoral reform and a freedom of informa-

Mr Ashdown, in a closing speech to a fractious party conference, said relations between the Liberal Democrats and the governing Labour party would suffer if Mr Blair dragged his feet. Ashdown also

a supposed authoritarian Union, including its determination to stamp out Imperial measurements and its handling of the growing crisis in

But he went out of his way to praise Mr Blair's schievements and gave his party another nudge towards a Lib-Lab coalition.

"If we stay players on the field, not spectators from the sidelines, then we shall be at the centre of one of the greatest periods of reform our nation has ever seen,"

fident that Mr Blair will honstreak in the European our his pledge to hold a referendum on electoral reform during this parliament and that the government will campaign for a proportional voting system.

But he is concerned that sceptics in the cabinet are determined to dilute and delay a freedom of information bill, "It should be published without delay and it ought to be enacted in next year's session," he said.

Mr Ashdown, who has faced criticism for working too closely with Labour, claimed he had yet to be con-

genuine reformer who wanted to share power.

"Are you a pluralist or are you a control freak?" he asked. "Your language tells me you're the first, but so many of your government's second."

Mr Ashdown has been irritated by the determination of many delegates this week on a greengrocer who tries to frustrate his policy reforms, intended to stake out territory in the "radical centre". He feels the party would face electoral disaster if it moved to the left.

Mr Ashdown said that by

of the EU, the party would have more influence in persuading the public of the advantages of early entry to the single currency.

Referring to EU inaction something ludicrously wrong with a European Union which can bring the full weight of the law down to help his customers, yet sits helplessly by while its continent erupts in blood-

Mr Ashdown had hoped to travel to Kosovo today but



Staying put: Paddy Ashdown said he would not step down

# London Fashion Week has designs on success despite the gloom

UK designers hope the buyers will return even though rumblings of recession make a dark backdrop. Alice Rawsthorn reports

2,600 store buyers and fashion journalists gathered in London for Fashion Week. The UK's designers are waiting anxiously to see if they come back today, for

this season's shows. hardly an encouraging pic- it's going to be the best sea-

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t this time last year ture for the 40 or so designers who will unveil their spring collections over the

next five days. But despite this gloomy backdrop, the British Fashion Council, which organises the event, is hopeful attenpress and buyers, people are coming," says Simon Ward, the council's director. Until recently interna-

tional buyers and journalists regarded London as far less important than Paris, Milan or New York. They came to London when an exciting crop of designers emerged, only to disappear again if A strong pound, Asia's dance - and orders - will their talent waned or they economic instability and match last year's. "We're not encountered financial probtheir talent waned or they fears of a UK recession are leaping up and down saying lems. London was seen, at best, as a source of icono-

son ever, but judging from clastic, young designers who the level of interest from staged headline-hitting Department of Trade and shows. But even the most talented were criticised for fashion designers have more being uncommercial and burdened with bad reputatious for quality and reliabil-

> The latest London fashion revival appears to be more risen steadily for several number of press and buyers up from 1,788 in September 1996 to 2,637 in September

Recent research by the industry suggests the UK's than trebled their turnover since 1990, to 2800m (\$990m) last year. The rate of growth has accelerated recently.

he success of Paul Smith, whose business now musters annualised sales of £165m, has proved that British designers can achieve long-term success in the global marketplace.

overseas fashion houses Davis and Julien Macdonald, have hired Britons as chief at its Manhattan flagship designers. Some of them no longer show in London. notably John Galliano at also improved production Christian Dior and Stella quality and provide a more McCartney at Chloe: but others continue to do so, including Alexander McQueen and

TSE respectively. Saks 5th Avenue, one of the more conservative US

directors of Givenchy and

store.

Several designers have efficient service, according to Susanne Tide Frater, head of fashion direction at Self-Hussein Chalayan, creative

"What the London fashion scene needs is to build more solid brands, more Paul Smiths," she says. "And a retailers, is staging a British couple of the younger design promotion, featuring designers look as though

### PCs 'cost 25% more' in Britain than in Germany

and Peggy Hollinger

Home personal computer buyers in Britain are paying too much for their machines because UK retailers demand higher margins than their continental European counterparts. computer industry executives claimed. Executives from manufacturers including Compaq Computer, the world's biggest PC maker, and Fujitsu, the Japanese group that has been building its business in Europe, say retail consumer prices in Britain are significantly higher than in Germany, the biggest PC market

in Europe, and France. "There is still about a 25 per cent price differential between the high street [retailers] in the UK and those in Germany or France," said Bryan Taylor. in charge of Fujitsu's PC marketing in Europe.

Toon Bouten, vice president in charge of Compaq's European consumer PC business said: "The markets in Germany and France are much more price sensitive and margins are lower."

He suggests that this partly reflects the fierce competition between the big electrical retail chains in Germany, where Compaq has just launched a low-cost consumer PC-for DM1,899 (\$1,005) to be sold by the country's eight big chains.

The retail market in the UK, where most consumer PCs cost around £1,000 (\$1.680) is dominated by the Dixons group.

John Clare, Dixons' chief executive, rejected the PC manufacturers' claims. He said gross margins in PC sales were "wafer thin".

He added that when Pujitsu first claimed PCs were cheaper in Germany, Dixons asked to be supplied with the product at the same price given to German retailers. They would not, could not and did not," he said.

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Elspeth Gibson, Christa they'll do that." A number of prominent

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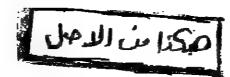
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# Congratulations to the recipients of the 1998 Lotus Euro Beacon Awards. The real WINDERS can be found on page 32.

We'd like to congratulate the 15 companies listed above, winners of this year's Lotus Euro Beacon Awards. In the words of the judges, these companies "contributed to the success of their customers by providing expertise along with quality products, solutions and services."

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Microsof

**BUSINESS LUNCH ALLAN LEIGHTON** 

Happy-clappy jargon, gimmicks. . . but Lucy Kellaway found there is nothing phoney about the energetic chief executive of Asda

"We have a very good relation-

ship," he assured me. twice. "We

started out quite different but

we've become quite similar."

chairman of the Conservative

been a Labour man all his life

chap, Allan a big polytechnic

is the brain, the strategy man.

and he the heart, the motivator?

'We noth do everything.'

said, mysteriously.

"Not at all," he said shortly.

Mr Leighton certainly does do

so he claims. Dreadful for your

family, I said. "Well, they have to

be part of the same thing," he

Part of Asda? "No," he said. They are the Leightons." This

sounded somewhat obvious, but

he explained that they were an

ordinary family with a sense of

changed at ail," he went on. Hav-

ing money doesn't matter to him.

He never spends it. "Everything I

am wearing is from George

[Asda's own range]." I looked at

running through Regent's probably Allan Leighton. If you had waved he would not have waved back. His body might have been engaged in its daily 38 minute, five-mile run, but his

Later that day the chief executive of Asda and I were due to credit for the great rebirth of meet for a husiness lunch. Or Asda - and has just been named rather, we were due to meet for a business mineral water. Mr Leighton does not do hinch: he sn't waste time and he doesn't seem to eat either.

At 2.30pm sharp I arrived at the hotel near the park where he stays when he is in London. Findwears a badge on his tie saying "Allan - happy to help" but that day he did not have it on. Eventually a tall man in shirtsleeves came up from behind and put his hand on my shoulder.

"Hi!" he said, very friendly. squashy sofa in a corner of the restaurant and ordered some water. The waiter handed him a sandwich menu but instead of looking at it he started to talk about Asda. About how he would have loved to have shown me round the Leeds headquarters, or round one of the stores; about how important it was to talk to colleagues (as Asda's 80,000 staff are known); and about what fun

What a shame, he said, that we were sitting there when we could have been at one of his "Lunch 'n' Learn" sessions at Asda, when a few colleagues get together for the business at the same time.

The waiter hovered. Although be had had no lunch, Mr Leighton seemed in no hurry. "Gimme five minutes," he said in a laddy kind of way, holding up five large

tie, belt, pants." I had had my doubts about He says he can make time for Asda. About its colleagues. About its Lunch 'n' Learn. About of it all. But already I could see and his colleagues will each sees it as his own failure; either meant to bask in a zap, not pick spend an hour a week in neigh- he hired the wrong person or holes in it.

If you saw a tall man with Mr Leighton. The egalitarian bit bouring schools. Isn't it arrogant cropped hair and beard comes easily to him. Still he is to think he can do in an hour what the schools are failing to the boss and they are the employees. There is no getting away do? "I'm never arrogant," he said. Despite the happy-clappy jarfrom that. He winced at the gon, what Mr Leighton is really B-word, "I don't see it like that,"

about is simplifying managel asked about the ultimate ment. Boiling it down to the colleague, his chairman (and basics. "It's people in shops buyformer chief executive) Archie ing products. Part of the Asda creed is that Norman. Archie gets all the work is fun. But it's not fun, I

protested, if you are stacking as British business's most shelves. It's boring. He looked at me shrewdly. no one hears much of Allan "They warned me about you," he Leighton. Apparently that doesn't bother him at all. said, and then told me stacking could be made enjoyable. He

Despite the jargon, Really? Mr Norman is deputy what Mr Leighton is really about is party, while Mr Leighton has simplifying Archie is a posh little Oxbridge

management

spends four hours a month por ing over the regular surveys of colleagues' enjoyment levels. And does he enjoy it himself? He a great deal. In the early days he does, except when he discovers was at it 18 or 19 hours a day, or that colleagues are needlessly having a bad time.

And on those days, does he go home and kick the dog? "No," said Mr Leighton. "I take him for

His style is to praise, or as he puts it, to "zap" rather than "sap". "I leave a store and within 10 minutes I send a note saying I balance. "My lifestyle hasn't really enjoyed it, colleagues in good shape, everything fantas-

> Surely a rocket would sometimes be a better response? He looked at me as if I just did not

his tight pinstripe drainpipes. Even the trousers? "No, because "This is not a soft business. we don't do suits. But my shirt, This is a hard business. When people are doing things that are wrong, you've got to let them what matters. One such thing is know, if they don't perform, they helping children to read. He told are a liability to the organisame about a scheme in which he tion." He does fire people, but

failed to train them properly One thing that preoccupies him

is the fact that women, of whom Asda employs 55,000, are under-"I couldn't run a house!" He roared with laughter at the very

thought, "I can just about iron, But when you think about the shopping, the budget, the bills to pay, the patience of Job with the kids, it's a bloody difficult job. Then they come to work and they are treated like idiots."

Later that day he was giving a speech to the Marketing Society. I'm nervous as hell." he said, "But if you are not nervous, you are not any good. I don't ever do

the same thing twice." He proceeded to try out the speech on me, waving his arms enthusiastically. "It's on managing in crisis-filled times. You look around the world, there isn't a piece of good news. In a couple of places it's really hairy. You've got to change the way you manage the business. Prune as you go. Travel light, travel fast. You must think; how can we come out of this even stronger."

I doubt if there is a single chief executive who is not considering what action to take now in case of a recession. Yel Mr Leighton has a way of making you feel that this is fresh, exciting. Once he famously donned a Gary Glitter suit for a presentation. But listening to him it struck me that he had enough energy to dispense with props altogether.

I changed the subject and asked about his future. He is only 45, and has been cluef executive for two years. What next?

"I've never thought about it," he said, and paused as if contemplating for the first time a life without Asdu. "There is a real issue there. Yeah. How can you possibly not do stuff." If you are Alian Leighton, not very easily

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It took a few days to come, but eventually I got my very own Leighton zap. "Dear Lucy." he wrote. "Thanks for your time yesterday. I enjoyed it, which is the

Acid icst? I wondered, and then told myself to stop it. You are



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### Invest in Romania!

### Advertising release for sale of shares by direct negotiation

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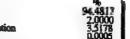
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# Calls his Calm surface belies the turbulence theless, with Stravinsky, Elgar it on a three-year basis, so that shostakovich filling its they can plan with security.

appearances to the contrary, the ensembles are not without their worries

about? The question was headlined in the programme book for Thursday with the start of its Salonen; Gergiev will be back for the opening concert of the London Symphony Orchestra's season at the Barbican on Wednesday; and it could have been echoed by the other three indendent London orchestras – the Philharmonia, the London Philharmonic and the Royal Philhar-

On the surface, there seems to be nothing to worry about. Unlike five or 10 years ago, when the Gatti has found his bearings, it London orchestral scene was beset by crisis, the 1998-99 season has begun in a climate of unprec- LPO, which opened its season on edented calm. Confidence is growing in what the orchestras have to offer. Managements and of wrong decisions in the early personnel are stable, massive strategic battles with the Arts Council are a thing of the past. Marketing is better than ever, and audiences are flocking to concerts. The argument that London has too many orchestras has lost currency. It's the opera companies, not the orchestras, which are feeling the chill.

This benign impression is stoked by the quality of performances over the past week, contradicting the notion that London's musical life slumps after

Hall. There may be no shortage as decently planned as this. It gives backbone to the RPO's sea- Christoph von Dohnányi has son, and ties up neatly with the orchestra's Berg/Brahms series in the new year. The RPO has long been the laggard of the London independents; now that Daniele

seems to be catching up.
The only thing missing at the Sunday at the Festival Hall, is a figurehead. Having made a series 1990s, the orchestra has been waiting patiently for the right person to appear. Myung-Whun Chung and Kurt Masur are now in the frame. Meanwhile, its chief executive, Serge Dorny, is providing a solid groundwork.

The Philharmonia, which played to a packed Festival Hall on Tuesday, is the orchestra with the greatest flair - not just in programming, but in the versatile, edge-of-seat quality it brings to music of widely differing styles. After its hugely successful

What can the LSO be worried the Proms. The Royal Philhar- Ligeti, the orchestra is planning monic was first off the mark last a Lindberg series with Esa-Pekka Mahler cycle at the Royal Albert a cycle of Berlioz's dramatic of Berlin, Paris or New York, and works; and the Philharmonia will of Mahler performances in Lon- be the only London orchestra to don, but there is room for a series acknowledge the Poulenc centenary. Best of all is the news that

schedules over the next three They need the money all the soloists, you would think the pound, which has made foreign LSO had no problems.

Turn to the concert calendars you'll find your musical diet being dictated by a single orches- cial recordings and television tra. So what can the LSO, or the other three independents, be worried about? As usual, it boils agreed a three-year extension to down to money. The fuss over

In Berlin, Paris or New York, the musical diet massively subsidised orchestras is dictated by a single orchestra. So what can the London orchestras be worried about? As usual, it boils down to money

his contract as principal conduc- London's opera problems has

The LSO has two advantages over its rivals: sole residency at the Barbican and a higher level of subsidy. It also has the highest attendance figures, now averagsense of security which somemonolithic, predictable quality. The sound - the nearest a British orchestra comes to the muscular warmth of the Berlin Philharmonic - seems to be the same whatever the composer. Never- culture secretary; and they want

deflected attention from the fact that orchestras, too, have suffered from the failure of subsidy to keep pace with inflation. In what must be the most overt attack by a UK orchestra on the ing 90 per cent. But it's this very hand that feeds it, the LSO is using its programme book to times gives the LSO's concerts a accuse the government of "lack of commitment to, and investment in, the arts". The orchestras want a share of the increased arts budget recently announced by Chris Smith, the

months, and a starry line-up of more because of the strong touring less lucrative. They're also deeply worried by the BBC's decision to buy out its employees' right to separate fees for commerwork. The Royal Opera House is hoping to do the same with its orchestra. This will allow record companies to negotiate deals without paying Musicians' Union rates. "You're going to have two with not much to do," says the RPO's John Manger, "and they're going to be available for work which is our lifeblood."

The independents' only fallback is the strength of their ties with outstanding artists. Gatti is certainly eliciting the right responses from the RPO: its sylph-like textures captured the unsullied nature-landscape of Mahler's First Symphony, but Gatti spoilt the effect with his phrasing, giving the music a saccharine quality. The main work in the LPO's concert under Valery Gergiev was Berlioz's Symphonie Sontastique, Painted in heavy Romantic colours, this

heartless brilliance in the Tchai- | POP IS THIS DESIRE? kovsky Violin Concerto before

in Kurt Sanderling, spry 86year-old and last survivor of the German-Jewish musical tradition, the Philharmonia clearly has a soulmate. Their performance of Beethoven's Second Symphony was pure joy - energetic but never driven, organic but wonderfully sustained, warm but not heavy in the German manner. The way Sanderling drew the first movement allegro out of the slow introduction his relaxed turning of each phrase in the Larghetto and willingness to let the music breathe - all this bespoke a musical legacy we have all but forgotten. By opening the LSO season

with Bruckner's Sixth Symphony, Sir Colin Davis played to his orchestra's tonal strengths. And of all Bruckner symphonies, this is the least cerebral, and therefore best suited to Sir Colin's temperament: in the two central movements, we heard its Mozartian clarity of form, its Schubertian songfulness and warm emotional colouring. But the performance did not add up elastic tempos and mannered to a coherent whole, largely because of Sir Colin's galloping tempos in the two outer movements. The great edifices were built too easily, there were no hidden depths. Sir Colin was on safer ground accompanying Radu was not an interpretation to live Lupu in Mozart's Piano Concerto with, but its idiosyncracies were No. 27, which found this underfar preferable to Sarah Chang's valued planist at his artless best.

### Don't look here for the answer

Is This Desire?. P.J. Harvey's fifth album, is the product of a pop scene more used to promoting appetite than questioning it. But such singularity has characterised Polly Jean Harvey's musical career. Whether producing stubbornly uncommercial music or indulging in wild changes of image, she has constantly sought to dely her audience's expectations.

In this, if nothing else, the contemporary she most resembles is Bjork. Both have achieved success without tailoring their work in sole pursuit of that goal. But whereas Biork took her cue from dance music. P.J. Harvey has concentrated berself within more traditional, guitar-based parameters. Here she has snarked comparisons with Patti Smith, the singer-songwriters: sharing Smith's vocal style and musical intensity, Harvey is not shamed by the likeness.

Harvey's previous album, 70 Bring You My Love, saw her exploring themes and styles that owed much to Nick Cave. Calming the noisy squalls that had battered previous releases, Harvey crafted an updated version of the blues that was always latent within her music.

In the three years since. Harvey has kept busy with collaborations and other projects. It seems apt, nonetheless, that after such a gestation period, her new release should find itself torn between developing the work of its predecessor and deviating from its path entirely.

Is This Desire? presents some of Harvey's most accessible songs so far; but it also explores sonic extremes which, when not seducing the listeners, seem hell-bent on testing them.

Songs that hark back to To Bring You My Love soothe that album's more abrasive edges. The acoustic guitar predominates as much as its electric sibling: organ and plano are pushed to greater prominence. Rhythmic and harmonic, songs such as "Is This Desire?" and "The River" are as beguiling as any Harvey has recorded.

Yet other songs allow no such familiar listening. Guitars are distorted out of shape ("My Beautiful Leah"); elements of azz creep in ("The Garden"). "Joy" is the most extreme examthey emerge from within. The work for the audience for too | ple: a cacophonous, clanking disactors all know how to take a much of its duration. The first | cordance over which Harvey bejlows almost parodically dour lyrics, this is a song that teeters on the edge of the unlistenable.

Generally, though, the effect is more discomfiting than discouraging. The musical inconsistency is also given some grounding by a lyrical viewpoint that never stands still. Although a cast of women people these songs ("Angeline", "A Perfect Day Blise", "Catherine"), Harvey's focus slides constantly between desirer and desired, first and third person, female and male.

is This Desire? does not provide any answers to its selfposed question. The album does however reaffirm P.J. Harvey as one of the more challenging and bemusing presences in contem-porary pop music. Is This Desire? may not leave listeners wholly satisfied, but it should leave them wanting more.

Ludovic Hunter-Tilney

# Another storm teacup

THEATRE IAN SHUTTLEWORTH

Une Terapète Bate Theatre, London Wif

Sequels, prequels, rewrites of every shape and kind . . . The Tempest has fascinated artists for nearly four centuries, from John Dryden to the creators of the 1950s science-fiction movie Forbidden Planet. Much of this is glorified introspection, since Prospero's magic is, if not a deliberate then a marvellously convenient metaphor for the process of artistic creation itself. But he is \_\_also a colonist, and this is the aspect which concerns Aimé Cesaire in his 1969 version Une empete.

It is "an adaptation for a black theatre" in terms of focus rather than casting. Director Mick Gor-don follows the play's line of rea-soning by casting black actors only as Caliban and Ariei – the one (Andrew Dennis) deflantly using "Uhuru" as a greeting and rejecting the name given him by his slavemaster with a "Jus' call me X", the other (Michael Wildman) attempting to retain his principles while collaborating, but scorned both by Prospero for his "moral anguish" and by Caliban for his "Uncle Tom

with the exception of two scenes - a passionate exchange between Caliban and Ariel over their differing strategies to gain freedom, and a refashioned ending in which Caliban goads the arrogantly imperialist Prospero into remaining on the Island -Cesaire's version contains nothing of substance which could not have been brought out of Shakespeare's version by a skilful,



that perticular path. Césaire has sion to the more usual interpretaconstructed a tub of his own to thump when the original resounds perfectly well if struck in the right way.

Philip Crispin renders Caliban and Ariel into varying intensities of West Indian patois, although at times he overdoes it. Dick Bird's design of false proscenia. pulleys and screens emphasises the artificiality of the island

tion of Prospero as illusionistcreator rather than "downpres-

Gordon's production bowls along nicely most of the time with Kelly Marcel, for instance, a simpering caricature of a Miranda and Mike Hayley as bombastic a Stefano as he was a Captain Firebrand in The Basset

aware director intent on treading regime, but constitutes a rever- few months ago - but comes unstuck with Prospero himself. Granted, Césaire was not especially concerned with fleshing out the role, but surely more could be found for Michael Hadley to do during Caliban's tirades than stand there in complacently smiling acknowledgement.

The sesquicentenary of the abolition of slavery in French colonies can surely be marked more Tuble at Bristol and Kilburn a trenchantly than this.

# The Restoration meets Henry James

THEATRE

ALASTAIR MACAULAY

There is a reason why America's first comedy, Royall Tyler's The Contrast (1790), has weited over 200 years to receive its first British performance. Its language is weighty, most of its sentences trailing multiple subordinate clauses of intensely educated refinement - a halfway house between Restoration comedy and the novels of Henry James; while its plot is balsa-light, a wisp of -him-and-not-him froth. It takes an exceptionally fine ear to turn this imbalance of style and content into an expressive tension.

Melanie Wynyard almost brings it off. Directing this British premiere for a new theatre elicited from all her actors several rare and welcome virtues. Comedy and character are never imposed externally onto the play: and to speak with aplomb and Best of all, they all listen to each other and react with abso-

hite focus. Nothing is finer than a scene in which the three leading women and "the odious Dimple" (engaged to one of them, in pursuit of the other two) all listen to a speech about America delivered by Manly (in love with the already engaged girl, brother to one of the other girls). The speech itself is worthy stuff, absolutely right for this character and interesting because of its expression of the American ideal, but nonetheless nothing exceptional. But each of the four other people listen to it in a different way, quietly but truly. And so the situation becomes very engaging, the wafer-thin confectionery of the plot becomes very sweet.

The Contrast is not uproarl-

ously funny, and many another director would have either tampered with its text or squirted on extraneous comic "business". Because Wynyard eschews all that, a real delicacy of sentiment - so true to the period and to the young American spirit -

emerges. In one scene, Maria (Nicola Kingston) listens to the amorous protestations of her beloved Manly (Roger Barclay). explains to him that she has been betrothed by her father to the dreadful Dimple, and hears Manley declare his firm respect for all parental decisions. This could be sheer cardboard; here it is the most touching scene in the play. why-should-she-be-marrying Likewise a scene in which the maid Jenny (Jean Stanley) listens with polite embarrassment and suppressed boredom to the yokel Jonathan heartily sing verses of "Yankee doodle" (Andrew Callaway) is played with such lack of vulgarity (on both parts) and company, Upstart Crow, she has such good manners on Jenny/Stanley's part that this potentially stock scene becomes delec-Still, The Contrast is uphill

position, stand (or sit) still, to half is almost all exposition and gesture economically but surely, satire; and the length and polish of those sentences requires a greater rhetorical flair than some of these actors possess. As the chatterbox Charlotte (a very hard part), Barbara King simply needs more vocal punch and vet sharper consonants; and Tim Seely is often inaudible as Maria's father. Kate Terence almost tips into camp vulgarity in Act Two, but an audience relishes her sheer panache. Barclay as Manly and Kingston as Maria capture the demure virtues of the lovers well: and Jean Stanley makes her small role a large one by her sheer imaginative absorp-

In an ideal world, The Contrast would be introduced to Britain by nothing less than a top-notch team of actors; and Wynyard and her Upstart Crow team would be tackling a play that more grate fully transcends it original milieu

### INTERNATIONAL

# Arts Guide

### AMSTERDAM

DANCE Het Muziektheater Tel: 31-20-551 8911 Nederlands Dans Theater I: triple bill comprising Sinfonietta by Jiri Kylian, Grass by Mats Ek, and Start to finish by Paul Lightfoot; Sep 25, 26

Netherlands Opera, Het Tel: 31-20-551 8911 Sötterdämmerung: by Wagner. New staging by Pierre Audi, conducted by Hartmut -taenchen; Sep 27, 30

BIRMINGHAM CONCERTS nphony Hali 44-121-212 3333 ity of Birmingham Symphony prchestra: conducted by Sakari Iramo in works by Schubert,

Aozart and Strauss; Sep 29, 30

30NN XHIBITION

Kunst- und Ausstellungshalle dez Bundesrepublik Deutschland Tel: 49-228-917 1200 www.kah-bonn.de

Great Collections: the latest in this series of exhibitions is devoted to the Musée du Petit Palais in Paris, Concentrating on the museum's holdings of 19th century French art, the show comprises nearly 200 works and ranges across painting, drawing and sculpture; to Sep 27

BOSTON EXHIBITION Misseum of Fine Arts Tel: 1-617-267 9300 Monet in the 20th Century: more than 80 works painted by the artist in the last decades of his

BUDAPEST NOTABLE Museum of Applied Arts Tel: 36-1-217 5222 Zsolnay: Art Nouveau Ceramics. Display of 200 objects made between 1897 and 1918 at the femily-owned Zsolnay factory in Pécs. Includes goblets, vases and other objects; to Sep 27

OPERA Lyric Opera of Chicago Tel: 1-312-332 2244 www.lyricopera.org La Gioconda: by Ponchielli. Conducted by Bruno Bartoletti in a staging by John Copley. The title role is sung by Jane Eaglen;

**CHICAGO** 

Sep 26

FRANKFURT CONCERT

Alte Oper Tel: 49-69-134 0400 Radio Symphony Orchestra Frankfurt: conducted by Hugh Wolff in Beethoven's M CPERA

Oper Frankfurt Tel: 49-69-21237 999 www.frankfurt-business.de/ope La Périchole: by Offenbach. Conducted by Catherine Rückwardt in a staging by Peter Eschberg, with designs by Peter Pabst, Sep 26

La Traviata: by Verdi, in a staging by Axel Corti; Sep 25, 27

LISBON **OPERA** Expo \*98 Tel: 35-11-831 9500 O Corvo Branco: world premiere of a new opera by Philip Glass, with a libretto by Luisa Costa Gomes. The production, which will mark the end of the Expo arts programme, is directed by Robert Wilson, and is a co-production with the Grand Theâtre de Geneve; Jules Vernes

LONDON CONCERT Royal Festival Hall Tel: 44-171-960 4242 Philharmonia Orchestra: conducted by Kurt Sandering in

Auditorium: Sep 28, 29

works by Brahms, Beethoven and Shostakovich. With piano soloist András Schiff; Sep 26

EXHIBITION National Gallery Tet: 44-171-839 3321 Mirror Image: Jonathan Miller on Reflection. Show exploring the representation of mirrors in art, curated by Miller and featuring loans from public and private collections, Includes Van Evelds famous Amolfini Portrait, and works by Freud, Caillebotte and George Romney; to Dec 13

English National Opera, London Collseum Tel: 44-171-632 8300 Otelio: by Verdi. New production by David Freeman, designed by Tom Phillips and conducted by Paul Daniel/Mark Sharuhun. David Rendall sings the title role; Seo 25, 30 LOS ANGELES

OPERA L. A. Opera, Dorothy Chandler

Tel: 1-213-972 8001 www.laopera.org Carmer: by Bizet. Washington Opera production by Ann-Margret Pettersson designed by Lennart Mörk. The conductor is Bertrand de Billy and the title role is sung by Jennifer Lamnore; Sep 25 Werther, by Massenet. Conducted by Emmanuel Joel in a co-production with Théatre du Capitole Toulouse staged by

Nicolas Joël and designed by

Hubert Monloup. The title role is sung by Ramón Vargas; Sep 26

MANCHESTER CONCERTS Bridgewater Hall Tel: 44-161-907 9000 BBC Philharmonic: conducted by Sir Charles Mackemas in a

programme of works by Beethoven. With soloists including bass Willard White; Sep 26 Hallé Orchestra: conducted by Owain Arwel Hughes in works by Dvorák, Mussorgsky/Ravel and Sibellus: Sep 27

MUNICH CONCERTS Philharmonie Gastelg Tel: 49-89-5481 8181 Munich Philharmonic Orchestra: conducted by Simone Young in works by Janáček Martinu and Dvořák; Sep 30 Symphonieorchester des Beverischen Rundfunks: conducted by Yuri Ahronovitch in works by Weber, Mendelssohn and Mussorgsky. With piano soloists Anthony and Joseph Paratore; Sep 25, 26

NEW YORK CONCERTS Avery Fisher Hall, Lincoln

Tel: 1-212-875 5030 www.lincoincenter.org New York Philharmonic: Kurt Masur conducts Beethoven -The Complete Symphonic Cycle. Programme III (Sep 25).

Programme IV (Sep 26, 28)

EXHIBITION Pierpont Morgan Library Tel: 1-212-685 0008 Master Drawings from The State Hermitage Museum, St. Petersburg, and The Pushkin State Museum of Fine Arts, Moscow. 120 European drawings dating from the 15th to the 20th centuries, some of which have never before been exhibited outside Russia. Includes works by Rembrandt and Dürer; from Sep 25 to Jan 8

OPERA Metropolitan Opera Tel: 1-212-362 6000 www.metopera.org Saint-Saens. New staging by Elijah Moshinsky, with sets and costumes by Richard Hudson. For the season's opening night performance, James Levine conducts and the cast includes Plácido Domingo and Olga Borodina; Sep 28

PARIS PANCE Théâtre des Champs Elysées Tel: 33-1-49525050 Cuban National Ballet: Swan Lake, in a staging by Alicia Alonso; Sep 25, 26, 27, 28, 29

**TOKYO** CONCERT Suntory Hall Tel: 81-3-3584 9999 Minnesota Orchestra: conducted by Eiji Oue in works by Mozart

and Mahler: Sep 25

ZURICH EXHIBITION Kunsthaus Zurich Tel: 41-1-251 6765 Max Beckmann and Paris: more than 100 masterpieces of modern art from public and private collections around the world. Works by Beckmann are shown alongside paintings by Matisse, Picasso, Braque, Léger

and Rouault; from Sep 25 to

TV AND RADIO WORLD SERVICE BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHZ (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV

 CNN International Monday to Friday, GMT:

06.30: Moneytine with Lou Dobbs 13.30: Business Asia 19.30: World Business Today 22.00: World Business Today Update

Business/Market Reports: 05:07; 06:07; 07:07; 08:20; 09:20; 10:20; 11:20; 11:32; 12:20; 13:20;

At 08:20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.

PHILIP STEPHENS

# Down to raw politics

Forget about the constitutional proprieties. The real battle over Bill Clinton's behaviour will take place in the electoral arena

We have moved beyond sex and lies in the matter of Bill Clinton's presidency. We can discount too the grandiloquent talk on Capitol Hill about honouring the constitution and upholding the integrity of the American Republic. Raw political calculation will decide Mr Clinton's future.

This is territory on which the president knows how to fight. He intends to. The Starr report could yet imperil his presidency, but there has been a palpable change of mood. As Washington sobers up after the intoxication of the past two weeks, it is becoming clear that the road to impeachment also holds perils for the Republicans. There are more indignities to come, but the darkest days look to be over. The end-game now is about setting the price for his remaining tenure at the White House.

There is a caveat here. It is one that even the president's close allies feel obliged to insert in any discussion about his future. Mr Clinton's survival in office can be predicated only on the assumption that there are no more Monicas in the presidential closet. Mr Clinton has assured Tom Daschie, the Democrat leader in the Senate, that there are not. A second lie would spell destruction.

Let's assume, though, that this time Mr Clinton is telling the truth. As the days pass the proposition that the most powerful nation on earth could sacrifice its leader to lies about his sex life becomes ever more eccentric\_

The heavily-loaded and lurid report produced by Kenneth Starr, the independent counsel, and the thousands of pages of supporting evidence throws

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up grounds for only one And if the man greeting a article of impeachment. The graciously supportive Nelson charge is that Mr Clinton lied as to precisely where and to what end, he and Ms from broken. Lewinsky touched each other in the small hallway point about Mr Clinton. This which runs off the Oval president does not quit. His friends say he will never

Mandela this week looked

ragged and worn, he is far

And here is the essential

resign. Never. That probably

overstates the case. I think

there might come a moment

hust – when the politics

and his preoccupation with

his place in history could

resignation as the least

long way from there. Mr

salvage something of his

in Congress thinks

a pretence now of

Henry Hyde, the

**Judiciary Committee** 

Republican-dominated

committee, still speaks

His words are empty.

Every move by the

by Newt Gingrich, the

elections on the near

Mr Clinton, we must

reduced to ashes.

speaker of the House of

Representatives. There are

horizon. We can forget about

Hamilton and Madison, The

Speaker has a score to settle.

remember, comprehensively

1996 shutdown of the federal

government, Mr Gingrich's

Republican Revolution was

We might recall too that

the Speaker was himself

about his tax affairs. He

higher price. This is

wants Mr Clinton to pay a

personal as well as political.

censured and fined only 18

months ago for dissembling

outplayed him during the

constitutional proprieties.

committee's Republicans is

being closely choreographed

humiliating course. We are a

Clinton still believes he can

The Republican majority

otherwise. There is scarcely

bipartisanship on the House

examining the Starr report.

white-haired chairman of the

occasionally of observing the

persuade him to see

Office. The American people. saner than their elected representatives, have already decided that hair-splitting about the definition of heavy petting is not the basis on which to destroy a president. In this we may look back at this week as the turning

point in the crisis. Mr Starr,

as unpopular as Mr Clinton remains infuriatingly popular, has detonated his charges. And the president bruised, battered, humiliated is nonetheless still standing. The prosecutor, it seems, had calculated that Mr Clinton would be consumed in the firestorm that followed publication of his report. Failing that, the public screening of the president's evidence to the grand jury and the accompanying 2,800 pages of still more tawdry evidence would prove a second,

decisive detonation. It didn't. Mr Starr overplayed his band. Sure, we saw during the videotaped testimony a president as evasive as he was sometimes angry, as scarred as he was occasionally remorseful, But the watching voters (and the ratings did not come close to those in the O.J. Simpson trial) already knew who they had elected. They could hardly throw out Bill Clinton for being, well, Bill

It should be said that the present mood in the White House is not exactly buovant. But amid the weary embarrassment, there is a sense that the president has been through the worst.

So Mr Hyde's committee will vote for a formal impeachment inquiry. There can be no plea bargaining before the mid-term Congressional elections on

It is then that the Republicans hope to reap the harvest of Mr Clinton's sins. The party in the White House always fares badly at mid-term (Roosevelt was the last president to buck the trend). And for all their present tolerance of the president's behaviour, there is little incentive for the voters to turn out in suppor of Democrat candidates. Optimistic Republicans are talking of gains of 15 to 20

five in the Senate. The calculation is that such losses would rekindle panic among the remaining Democrats on Capitol Hill. The dynamics of the crisis would turn decisively against Mr Clinton. He would then face the choice between resignation and certain impeachment. It's all too neat. There are too many imponderables, not least the state of public opinion.

seats in the House and of

It is true, though, that some Democrats fear a second scenario in which the president is impeached lmost by accident, This see the Republican fundamentalists on Capitol Hill so locked in to their present course that nothing allows them to lift the jihad now placed on the president

Mr Gingrich, though, paid a heavy price for hubris in 1996. He may be over-reaching himself again. America will tire of the torture of its president. And we must remember too that impeachment hearings would see the camera-shy Mr Starr facing the hard questions he has so far

So an accommodation - an admission by Mr Clinton that he lied and a formal motion of censure by the Congress – is the most logical and likely outcome. Those who say that this is not punishment enough fail to understand the ambition Mr Clinton had for his presidency. Nothing could be more painful for this politician than to be remembered for the stain he left on the dress of a young White House intern.

# Germany's dead heat

The election has been a highly personalised two-horse race. Paradoxically, it could end with neither contestant running the government, says Peter Norman

or Bodo Hombach. economics minister of the German state of North Rhine Westphalia and the strategist behind Gerhard Schröder's campaign to become Germany's third post-war Social Democrat chancellor. one part of a prophecy has

"The end phase of the campaign will see a greater polarisation," he predicted in mid-July. "It will hinge on the question; Kohl or Schröder. The biggest problem for the CDU is Kohl. Our greatest strength is Schröder. When the biggest weakness collides with the biggest strength, there will, I hope, be a satisfactory

Certainly greater polarisation is everywhere to be seen. Helmut Kohl, the chancellor, and Mr Schröder, his SPD challenger, are campaigning furiously in the final days before Sunday's general election giving lengthy television interviews and appearing before packed crowds. Mr Kohl's cabinet ministers, Mr Schröder's senior SPD colleagues and the leaders of Germany's smaller parties are hardly visible.

But as the tempo has increased, a satisfactory result appears ever more distant. Instead confusion has grown. The election, which just a few weeks ago appeared a welk-over for Mr Schröder, looks wide open.

if latest polls are any guide, the contest could end in a stalemate which would force their two parties to reach an accommodation and form a "grand coali-

tion". The polis suggest there would be an SPD-led grand coalition with Mr Schröder as chancellor.But if - and this is a big if - Mr Kohl's Christian Democratic Union and the Christian Social Union, its Bavarian sister party, come from behind to form a CDU-led grand coalition, neither of the two man is likely to be in govern-

Having always refused to govern with a grand coalias CDU chairman .Mr Schröder, who says he would only move to Bonn as chancellor, would return to his job as SPD prime minister of Lower Saxony in Hanover.

The paradox of a highlypersonalised contest that risks sidelining its two centrai players frustrates many voters. "I wish we could have a first-past-the-post system like the UK so I could vote for the person I want to run the country," confided one finance ministry official. Instead, a system designed to discourage extremes in the Bundestag, parliament's lower house, forces Germany's more politically-conscious citizens to vote tacti-

The country's complex voting system works as follows. Each of Germany's 60.5m voters has two votes. Half the MPsare elected

directly using the first vote. The others are chosen indirectly on a system of proportional representation from candidate lists put forward by the political parties. This second "list" vote is more important because it determines which party or coali-

tion will govern.

In addition, there is a voting threshold of five per cent. But an exception applies for parties with strong regional support who fail to reach that ceiling. such as the former communist Party of Democratic Socialism (PDS), particularly popular in east Germany. As long they win three direct mandates in the first vote, they are represented in the

Bundestag in line with their national support. This is one of the factors making Sunday's election such a cliff-hanger. If the

supply a vice-chancellor. Wolfgang Schäuble, leader of the CDU/CSU MPs in the Bundestag and Mr Kohl's designated successor, would seem the obvious choice. But he and Mr Schröder do not get on. Speculation has therefore centred on Volker Rube, the CDU's defence minister, for the role of deputy and foreign

minister. In the less likely event of the CDU/CSU becoming the biggest party, Mr Schäuble would most likely be chancellor. Hugely industrious and able, he has overcome the handicap of being paralysed from the chest down and confined to wheelchair since a 1990 assassination attempt and is Germany's most popular politician. His deputy would most probably

be Oskar Lafontaine, leader of the SPD. PDS re-enters the Bundes-

tion, the CDU would have to Kohl's grudging admission that a grand coalition was "possible in principle" fanned the flames.

At first sight, both men were stating the obvious in the event of a stalemate. But their remarks, combined with furious last-minute campaigns by the SPD and CDU/CSU to persuade voters to give them their second votes, have set alarms ringing among the smaller par-

The Greens have long suspected that Mr Schröder would prefer to lead a "redblack" coalition with the CDU/CSU than a more leftist "red-green" government. The FDP, a frequently obstreperous junior partner in Mr Kohl's coalition, also senses betraval.

The FDP's chances of clearing the five per cent hurdle for the Bundestag weakened when it polled only 1.7 per cent of the vote in the September 13 Bayar ian state election.

Although Mr Kohl has always expressed confidence in the FDP's ability to be re-elected, his decision to break a long-held taboo and talk, albeit briefly, of a grand coalition prompted FDP fears that the CDU/CSU is pursuing the prize of being the biggest party in the next parliament at

But the FDP's exclusion from the Bundestag would present Mr Kohl with a pyrrhic victory should he fulfil his own hopes and emerge as leader of the biggest party ance of the FDP as his coalition partner would reinstate "red-green" as the the next

party politician in Bonn could thus end as it began in

He fought his first general election in 1976 as opposition grand coalition leader and scored a triumph reached fever pitch by winning 48.6 per cent of the votes for the CDU/CSU. But although his was the biggest party, he was forced to stay in opposition by a



### 'I wish we could have a first-past-the-post system like the UK so I could vote for the person I want to run the country,' confided one finance ministry official

tag, it would sharply existing centrist coalition of CDU/CSU and the small Free Democrat Party (FDP) or the putative leftist coalition of SPD and environmental Greens, headed by Mr Schröder, would need a lead of about five percentage points

of the second votes cast. Of the past week's opinion polls, only one points to such a clear majority - for the SPD and Greens. Three polls put the SPD-Green lead at between 2.5 and 3.5 points, too low for a Bundestag majority if the PDS passes the five per cent threshold. Both the SPD and Greens have said they will not take power with PDS support. The SPD would therefore have to approach the CDU/

CSU to form a grand coali-If Mr Schröder became chancellor of such a coali- parliamentary party. Mr than the Greens

Although at first sight an govern with a grand tosai. tag, it would be odd couple - Mr Lafontaine the nex the chancellary after a vote needed to form a gov- is widely regarded as a all costs. record 16 years, and 25 years ernment with an effective left-wing firebrand - there is majority in Bonn. Mr Kohl's a bond of sympathy between them and the two have much in common. Mr Lafontaine was also the victim of an assassination attempt in 1990 and was one of the first on Sunday. The disappearpeople to visit Mr Schäuble after he emerged from his come. The two men are regarded in Germany as most likely combination intellectuals - unlike the to form pragmatic Mr Schröder. government. Although they have clashed frequently in parliament, they have just as often sought compromises.

> peculation about a in Bonn this week. It was fuelled by Mr Schröder's acknowledgement that the SPD would, if necessary, serve as junior partner in a SPD-led coalition which CDU/CSU-led government if in those days had the FDP the CDU/CSU had the largest as the junior partner rather

Mr Kohl's career as a the mid 1970s.



GIORGIO ARMANI LE COLLEZIONI

### LETTERS TO THE EDITOR

### **Duisenberg honest on ECB role**

From Mr John Wyles. Sir, Wolfgang Münchau is unfairly hard on Wim Duisenberg, European Central Bank president, for admitting that there is little the ECB could do in response to the emerging countries' financial crisis (Economics Notebook, September 21). This is neither "complacency" nor an indication of "a black hole of power with-

out responsibility". Duisenberg was making a cheerfully honest statement of fact rather than foolishly issuing policy prescriptions

before his bank is properly done so, Mr Munchau and others would have labelled upstart with impudent pretensions to the Alan Greenspan "Merlin of the Markets" role. I note that Greenspan himself has hardly pretended to have the answer to our current difficulties.

In reality. Emu is helpful because, as a nearly accomplished fact, it is protecting key European currencies from market turbulence and thereby preserving important economic growth pros-

pects in euroland. And a second contribution to keeping growth going is in the pipeline. When interest rates him a central banking converge in euroland at the end of the year at current Franco-German levels, the effect will be a 0.5 per cent reduction in average EU short term rates. This is hardly the equivalent of "waving two fingers" at the rest of the world.

> John Wyles, ECO-European Communications, Avenue des Nervieus 79, 1040 Brussels, Belgium

### Longevity is not synonymous with health

From Mr Philip Howard. Organisation figures for 1991 and 1994 is rather misleading. You have assumed longevity means good health. A Commission of the European in 1992 entitled "The ageing of the population in Europe'

"In 1950 there were about

the year 2025. This means an increase in the elderly population of 70 per cent between Communities funded report 1980 and 2025, whereas the general population will increase for this period by only 6.4 per cent.

50.6m people over 60 years of sive increase in the number Sir. Your headline age in Europe; by 1980 this of "active octogenarians" "Europe's health deterio- number had increased to and older over the coming rates" (September 15) on the 81.9m and, by United years, on a similar scale to report quoting World Health Nations estimates, it is that already experienced in expected to reach 103m by America and will have to the year 2000 and 139.2m by adapt its healthcare systems

> Philip Howard, managing director. Liberty Care. PO Box 139, 1200 Brussels 20. Belgium Europe is set to see a mas-

### travelling From Professor Warren

Virtually no

Edwardes.
Sir, Your article on MEPs' travelling allowances ("Time to stop making allowances" September 21), addresses the issue of allowances. It should have focused more on the travelling. The European parliament should follow trends in the European futures markets ("Liffe set to reveal electronic trade plan". September 14) and abolish open outcry. MEPs (and MPs for that matter) should stay in their constituencies and virtually meet through e-mail. e-forums and video-

conferencing.
Timers and word counters would automatically cut off the verbose. And the parliament buildings could go into the hotel business, with parllament renting them for half-yearly physical meetings, alternating between Brussels and Strasbourg.

Warren Edwardes, chief executive, Delphi Risk Management, 8 Hyde Park Steps, St. George's Fields, London W2 2YQ, UK

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**COMMENT & ANALYSIS** 

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### FINANCIAL TIMES

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Friday September 25 1998

# Lessons from a hedge fund crisis

A worried group of leading US disintermediation robbed it of bankers goes into a secref, traditional fund raising for larger smoke-filled meeting on Wall corporate clients. But Long-Term Street and emerges with a plan to Capital was highly leveraged stop contagion spreading through even by the generous standards US markets. September 1998? No. October 24, 1929, at the start of the crash, when J.P. Morgan and led into a false sense of security its allies famously stepped into by the blue-chip leadership of the the market in an attempt – business: John Meriwether, its briefly successful - to restore

parallels between that event and Wednesday night's rescue of Long-Term Capital Management, the US hedge fund, other than to note that Wall Street has a history of working to financial peril.

But the bail-out of Long-Term

to which the global financial crisis is now touching the US. It must also raise fresh concern about the prudence international banks have shown in their lend-

The rescue itself is to be welcomed, given the potentially severe impact on global liquidity of a large hedge fund collapse. The Federal Reserve has done well in helping co-ordinate the deal while not putting up its own resources. A Fed commitment of funds would have sent the worst possible message on moral haz-ard, acknowledging there was a hedge fund too big to fail.

It is the banks that extended Ploans to Long-Term Capital that will pick up the tab by acquiring most of the fund's equity and its market positions - which may or may not prove loss-making as they are unwound.

How prudent were these houses in their relationships with Long-Term Capital? The banking industry has been assuming sig- by depositors at government-

of the hedge fund industry.

Perhaps the bankers were lulhead, is a Wall Street star of long-standing, and his team One should perhaps not draw includes two Nobel prize winning options experts and a former vice-chairman of the Fed.

LTCM's lenders may also have placed undue faith in the stabil-ity of the firm's high-technology bond arbitrage, which exploits small price discrepancies among different securities and is supposedly less risky than the large one-way bets placed by many hedge funds. The lesson of the past few weeks is that there are no safe bets when markets are in turmoil.

The LTCM story should provide a few salutory lessons. Banks should review their risk guidelines on hedge funds, while regulators should look again at the information they receive about those exposures.

Yet knee-jerk reactions would not be helpful. A sharp rise in margin calls on hedge funds would simply worsen the market's liquidity problems. Regulatory scrutiny should focus on the banking decisions that allowed LTCM to borrow so heavily. Attempts to tighten oversight of the funds themselves should be handled with care, lest they merely flee further offshore. Rich people will always find ways of investing their money riskily. The task is to ensure that the risk is not shared unwittingly

# ECB openness

Few would disagree with the whole sure-zone - but keep a argument that the European Cen-tral Bank should be transparent ter's concerns. If leaking did and accountable. But a row is become widespread, or if it yow brewing about exactly what became clear that national centransparency should mean.

ECB should make public the votes of the members of its Governing Council. The ECB insists that this would lead to politicisation of the interest rate setting process, as individuals could be under pressure to vote in line

with narrow national interests. But Professor Willem Buiter, in a letter published in this newspaper yesterday, has argued that be more influential if votes were kept secret. He claims that leaks and hints would take the place of a public announcement. Meanwhile, political pressures would still be applied, since "national political insiders" would know what votes were cast. In the for of uncertainty, members could quietly yield to pressure, without

having to justify their stance. Both sides have good arguments. The answer is that the ECB should aim for the ideal sit-

tral bank governors were taking The question is whether the advantage of their anonymity, to people involved in the bail-out. then publication of votes could become necessary. In the meantime, though, keeping votes confidential is the best bet for keeping politics out of the ECB.

vidual votes confidential could also help to focus the public's attention on the issues facing the suro-zone as a whole, rather than on national concerns. This change in mindset will be crucial for monetary union to retain public support. In all other ways, the ECB must be as open as possible. The press releases accompanying interest rate decisions should be detailed; its reporting commitments to the European Parliament should be taken very seriously; and it should consider publishing its minutes, omitting only the final vote.

uation - where, with no publica- environment. It must do all it can tion of votes, the Governing to build its own credibility. But Council would be free to act some privacy may be needed if it according to the interests of the is to achieve this aim.

Keeping the breakdown of indi-

The ECB is a new institution. with no track record, which will be operating in a very uncertain

# Emperor stripped bare The rescue of John Meriwether's hedge fund is a defining

moment for Wall Street, says Richard Waters

he timing could hardly have been more apt - or more alarming. At the day when Alan Greenspan, the chairman of the Federal Reserve Board, was warning the US Congress of the dangerous new fragility that has crept into the financial markets, Wall Street's finest were gathering in New York to rescue an institution which has the potential to disrupt already jittery markets and even start a credit crunch.

The object of their concerns was not a bank that had lent unwisely. Nor was it an emerging market that had become too dependent on fickle foreign capital - the usual suspects that keep central bankers awake at night

It was a hedge fund called Long-Term Capital Management, run by one of Wall Street's "masters of the universe", John Meri-wether. It was as if one of America's great financial institutions was facing ruin.
This is an affair that goes to

the heart of the most sophisticated modern financial operations. Mr Greenspan has warned Congress for some months that it is the instability of the financial system, rather than the state of the global economy, that poses the most immediate threat to American prosperity. To judge by his comments before the Senate earlier this week, he still remains a fan of modern markets - but he worries that the speed and mercilessness of the markets may sometimes wreak havoc.

By making it possible to carve up risks more effectively, said Mr Greenspan, derivatives such futures and options help create a more efficient mechanism for directing capital to the most suitable users at the lowest cost. He added, though: "It is a system more calibrated than before to not only reward innovation but also to discipline the mistakes of private investment or public pol-

Long-Term Capital provides a vivid example of how that savage the discipline can be. Thanks to his vaunted reputation, Mr Meriwether, who used to run Salomon's bond-trading operations, was able to draw down vast pools of money from the markets.

Unfortunately, contrary to its name, Long-Term Capital turned out to be a short-term institution. The money sucked in threatened to flow out again - just as it had from Indonesia or South Korsa. And with its near-collapse, Long-Term Capital is testing an entire form of finance built on the technology of the derivatives markets, to destruction. It also turns out to pack an unexpectedly large punch: more than \$100bn could be at risk, according One measure of Long-Term

from the brink on Wednesday The New York Fed, which is charged with ensuring the smooth running of the nation's financial markets, does not use its powers of persuasion lightly. Yet it took the unusual step of nudging some of the country's biggest banks to come up with extra support for Mr Meriwether. If the hedge fund's exposures do indeed reach anything close to \$100bn, then the institution's power to disrupt the financial

Capital's importance is the man-

ner in which it was pulled back

By contrast Barings, the UK investment bank that was sunk by Nick Leeson's unauthorised trading in Japanese stocks, suf-

markets was as great as any fair-

sized bank or country. The clear

message: this fund was too big to

merge other matitutions as well.

one really knew what the consequences might be. When Drexel Burnham Lambert, the creation of junk bond king Michael Milken, folded in 1990, the effects in the financial markets were direct and measurable. The market for sub-investment grade debt that Mr Milken had invented went into a tailspin: but the effects were limited, largely foreseeable - and junk bond finance soon revived to

Wall Street again by the mid-1990s With Long-Term Capital. though, things are far less clear. In common with other hedge funds, it was not subjected to any requirements to disclose the nature of its investments. With their exposure to an array of international markets, often through highly leveraged deriva- the fund may find that by early

become a driving force on

it could be allowed to full without become agents of the financial fear that the ripples would sub- contagion that has swept around the world since Russin defaulted But Long-Term Capital is dan- on its foreign debts. When funds gerous not only because of its like these retrench across the sheer size. Just as important, the board, the contagion can leap very nature of its complex invest- across oceans, spreading from ments meant that, if it falled, no Asia to Latin America.

Because of this uncertainty, the banks that lined up to back Mr Meriwether do not - indeed cannot - yet fully understand what they have bought. But they took the view on Wednesday evening that it was better to save the fund and find out what was wrong during a period of relative calm, rather than let it go under. and discover the worst in a forced liquidation: it was simply not possible to predict what knock-on effects this would have

triggered. While the bomb has been defused for now, however, the story is far from over. Three questions stand out.

First, and most immediately. what happens to Long-Term Capital and its massive exposures." If calm returns to the financial markets, the banks that saved tive instruments, hedge funds next year they can wind down

fered the opposite unhappy fats: such as Long-Term Capital have many of its investments and even show a profit for their troubles. That is what they hope. But that is a big if. It is diffi-

cult to see exactly how contagion and instability will be brought to and end. Also, the presence of Citrone, the county treasurer such a large fund as Long-Term who had decided to dabble in Capital waiting to be unwound will itself hang heavily over the markets. So will the heightened level of fear prompted by this

Second, there is the question of whether there are more such bombs waiting to go off - and in particular whether (if there are) Wall Street will have the appetite to come to the rescue next time.

🕆 his is a question that will preoccupy creditrisk managers and central bankers in North America and Europe in the coming weeks. But the fact that they are only just beginning to try to find out the extent of the exposures to hedge funds is hardly an encouraging sign. Like indulgent parents, they may have allowed these offspring to grow into unruly teenagers that they can no longer understand or control. If more funds fail, the appetite

for further bail-outs may well prove limited. The Wall Street houses that lined up to back Mr Meriwether have been engaged in a flight from risk ever since Russia defaulted. As the head of one big investment bank put it in August, the time had come to "batten down the hatches." That means scaling back their balance sheets, reducing exposures to markets that are considered the most scary, cutting back lines of credit to more doubtful institu-

tions - including hedge funds. Among the people to line up behind Mr Meriwether was Sandy Weill, chairman of Travelers and the man who will control America's biggest financial institution when his acquisition of Citicorp is completed in two weeks' time Mr Weill has already made it clear that he does not have any appetite for this type of risk; within months of buying Salo mon Brothers last year, and enraced by that banks' hefty losses from forms of trading very similar to Mr Menwether's, he closed down Salomon's own highrisk bond trading positions. He is unlikely to keep dipping his bands into his pocket if other hats are passed around

The third, and perhaps most troubling question is what on earth can be done in the long term, to the financial system to limit the risk of more problems like Long-Term Capital's?

Heavier regulation of hedge funds might be one option, but it would probably prove meffective Unlike commercial or investment regutred to hold certain levels of copital as a buffer against losses a luxury Mr Meriwether took to the extreme by piling a mountain of liabilities on a relatively slender capital base.

As one US financial regulator said yesterday, capital rules would probably prompt the hedge funds simply to shift their operations to an off-shore centre like the Coyman Islands. The only sure-fire way of building a fence around a domestic financial system is to erect the sort of currency controls that Malaysia has just imposed - hardly an option

for a developed economy.

That suggests that Wall Street will have to discipline itself. And this time around, it may have received the sort of surprise that will induce more caution, at least for a time.

Other financial debacles in the derivatives markets have been blamed on the failure of individual institutions, rather than any inherent danger in the markets themselves. When Orange County was pushed into bankruptcy four years ago, it was blamed on the naivety of Robert high finance. When Bankers Trust, an early pioneer of the derivatives markets, came unstuck, it was put down to a lack of control over the bank's gung-ho traders.

This time, Wall Street will find it harder to shrug the debacle off. Some of the best-known investment and commercial banks believed devoutly in the methods that Mr Meriwother and his troops were using. They invested heavily in them, too. This was a fund, after all, that could boost not one but two Nobel laurentes. including one of the men credited with developing the theory for pricing options, the intellectual foundation on which the derivatives markets have been estab-

Mr Meriwether and his cohorts numbered themselves among the emperors of modern finance. The emperor, it turned out, had no

### **OBSERVER**

# Asian fission

At last some good seems to be tive support from its friends in coming from last May's nuclear the Middle East. tests. Pakistan has said it will Treaty within a year and agreed must also sign the ban treaty for on easing tensions in Kashmir. tries must move in tandem if one But Nawaz Sharif, Pakistan's is not to be left feeling more vulprime minister, says he will only nerable. The BJP government other countries first abandon interest - to help restore the consanctions, including the ban on fidence of financial markets at a

The US and its allies must thus elections this autumn. decide whether to take Pakistan's promise seriously. There are reasons for doing so. Pakistan's economy is on the brink of collapse. It badly needs IMF help. and given the volatility in the region, there is a general interest in its economy recovering. It would be unrealistic to ask for blamed. more than Mr Sharif's categoric . Past performance does not give public promise.

neighbouring Afghanistan. Mr tries' decision to move ahead failed to raise significant alterna-right direction.

Sanctions have put less ecosign the Comprehensive Test Ban nomic pressure on India, but it with India to begin discussions two reasons. First, the two counsign the treaty if the US and should also sign out of selfnew loans by the World Bank time when it urgently needs to national Monetary move forward with privatisation and prepare for important state

But because the incumbent government would benefit from more confident markets, a consensus on the treaty in New Delhi may be difficult. If that does not happen, Pakistan's resolve will understandably waver. And India would then be

much ground for hope. But per-There will be opposition at haps more surprising than Pakishome to signing the test ban tan's test ban announcement at treaty, especially after the US the UN this week has been the strikes against terrorists in warmth behind the two coun-Shorif will also have to expend with talks on Kashmir. Quick considerable political credit in progress is unlikely, but, if both selling the tough programme that countries have finally realised the IMF must require, given the that the nuclear tests have raised dire state of the economy. But he the stakes, there will be more has little choice. Pakistan has chance of them moving in the

Red stars rise in the east East Germany's former

communists - now trading under the name the Party of Democratic Socialism - are still holding out against full-blooded market capitalism. But when it comes to marketing, the PDS is being up to date. Rather than boring voters with

chunks of its wordy manifesto, the PDS has opted for a fashionably minimalist approach spiced with provocation. Some posters simply say Cool. Others invite voters to Give Them a Sign, complete with a handy demonstration of an obscene finger gesture.

in a bid to capture the youth vote one is even emblazoned with the word Horny which, other meanings apart, is street parlance for "groovy". The jury is still out on this

attempt to be the trendiest party in the polling booth, and there's been some derision from the super-cool: inevitably, street language has moved on. But if the PDS's marketing types had been available to dear old Karl Marx, the world might have been

### **Mullins magic**

Feer of financial meltdown was certainly one reason for the Federal Reserve Bank of New York's intervention to help save Long-Term Capital Management, the hedge fund run by veteran bond trader John Merlweither. But the affair shows that personal connections still linger

A crucial role appears to have been played by David Mullins, who resigned as vice-chairman of the Fed in February 1994 to become a partner of Long-Term

When Multins left the Fed. he said the serious financial problems on which he had worked - like the savings and loan crisis, failures and stress among commercial banks, the stock market crash of 1987 and the 1990-91 recession - "have essentially been resolved".

If there were no troubles way back in 1994, Long-Term Capital has certainly helped to stir some fresh ones up now. If Mullins enjoyed fixing crises so much, he must be a very happy man.

### Mealy mouthed

As Cambodia's King Norodom Sihanouk entertained the new parliament to lunch at the elegantly refurbished Gran Hotel at the foot of the Angkor Wat temple complex, the table talk wasn't all about who'd bagged the biogest majority.

Strongman and electoral victor Hun Sen had Just escaped a rocket attack that killed a 13-year-old boy, and was busy blaming the political opposition, who were all at the big feast.

Did Hun Sen mean that Sam Rainsy, the slightly off-kilter reformer, was trying to end his regime? Or that Prince Norodom Ranariddh, himself a victim of Hun Sen's violence a year ago, had drawn on some of the lovalty to him in the army? Or that Chea Sim, Hun Sen's low-key rival in the ruling party, was making a bid for power?

Some around the tables even whispered that an attack staced by his own henchmen would have provided Hun Sen with a good excuse to crack down on the opposition.

More than 150 political murders in Cambodia have not been solved in the last 18 months, so we will probably never know the truth. Among yesterday's clinking of silver tableware, soft piano music and popping of wine corks, there were no arrests.

### On the line

It's crunch time for Gian Maria Rossignolo, the 68-year-old chairman of Telecom Italia. When the former scion of Fiat took over the newly-privatised group earlier this year, his swashbuckling managerial style earned him the tag of the "John Wayne of Italian capitalism\*.

His determination not to appoint a chief executive and a series of gaffes - including an announcement at his first annual meeting about the conclusion of an international partnership that had not yet been signed - added to the sense of uneas to the sense of unease.

Today the Telecom Italia board meets to decide its international strategy, but perhaps a bigger he firm up a deal with Rupert Murdoch for a six-year pay-TV contract to broadcast Italian

"Rossignolo needs one clear success and hasn't yet had one, said a senior floure in the company yesterday. "There are a lot of people against the move inside Italy, but a deal would be

### **Purity pact**

The Portuguese media has called time on smutty stories. The country's leading newspapers, television and radio stations have signed a solemn undertaking to withdraw from that "giant spectacle of collective voyeurism" the world calls Zippergate.

spreading like a contagion from the White House. Apparently the front-page publication by leading daily newspaper Diario de Noticias of intimate sexual detail from the Starr report helped spark the editors' treaty. The Lisbon line now is that the Starr report is "obsessive and degrading" and the Portuguese press won't sully its pages with any more salacious snippets. Unless, of course, it's in public

It seems that contrition is

### Financial Time 100 years ago

A pamphlet has been sent to

Occult Book Company

us by the Occult Book Company of Halifax, showing how coming events may confidently be anticipated by means of astrology. From this we find that several interesting circumstances will attend the equinox. Mars will be in the 12th House in the Sign of the Crab, which sounds as If Mars were out on a whisky walk. But the great point is that from these and various other peculiar symptoms Mr. G. Wild, of the Occult Book Company, is able to inform us

that "these positions are good

for railway returns. Post Office

### 50 years ago

reforms and speculative

Hat Makers Worrled In an attempt to persuade more men to wear hats the British Felt Hat Manufacturers' Federation has adopted a plan to set up a hatters' information centre. This will inaugurate and conduct a publicity campaign and public relations service. The felt hatting Industry centred largely in Cheshire and Lancashire is experiencing short-time working and unemployment because of insufficient demand at home and import restrictions by some countries.

# Nobel explosion

The near-collapse of Long-Term Capital Management is a stark reminder of Wall Street's talent for self-delusion. Yet again bankers have convinced themselves that it is possible to enjoy exceptional returns with little risk. LTCM's arbitrage trading strategy seemed just such a miracle money-spinner - particularly since the underlying assets, such as sovereign bonds, were high quality. Equally, its management, festooned with Nobel laureates, was seen as too smart to get into trouble. As a result, the world's top banks lent it huge sums, allowing LTCM to take \$80bn worth of positions on capital of

But even Nobel laureates find it hard to separate risk and return. In assence, LTCM was functioning as a huge reinsurance company for Wall Street, taking on risk the big banks wanted to lay off. That these same banks were simultaneously lending it the money to do so defles logic. And now that the emerging markets hurricane has blown LTCM over, they were left with little choice but to bail it out. Having bought valuable time, some of LTCM's trades should even end up making a profit - on the back of which the fund wants to raise fresh capital. That

### Hedge funds

There will be no shortage of schaden-freude at the troubles of Long-Term Capi-tal Management. But do they mean difficulties for the hedge fund industry more

Not necessarily. Hedge funds pursue a multitude of different strategies. LTCM was an arbitrage specialist; the low-risk perception of this category is now in tatters, as are the career prospects of maths and physics PhD students with black-box investment solutions. But big name macro-funds like George Soros's Quantum should be relatively unscathed. Their bets are less one dimensional and much less leveraged.

Regulators, bankers and investors however may not appreciate the distinction. The Federal Reserve, in particular, is sure to demand a pound of flesh for underwriting a bail-out. It may lean on the banks to demand greater transparency from the funds they lend to. And, once acquired, indirect regulation may foster an

appetite for something more hands-on. News, meanwhile that IIBS has written off SFr950m related to LTCM can only increase calls for fire-walls to be erected in banks between their risk activities and those using deposit insured

For their part, investors may well demand greater disclosure and shorter lock-up times. But they will surely not shun the industry. The irony of the LTCM saga is that it coincides with difficult markets that favour the discretionary management style of hedge funds. The smart money will be looking for managers who can ensure capital preservation. Many of them work at hedge funds.

### Diageo

Investor anxiety at Diageo's emerging market exposure has overshadowed the merger story to an unnecessary extent. With a deal this big, costing 21bn in restructuring charges and other mergerrelated bills, the interesting question continues to be; is it worth it? The answer remains yes, even though it will take ionger for the benefits to outweigh emerging market minuses.

Since July Diageo's market value has tumbled £10bn to £18bn, twice the percentage drop of the FTSE 100. This seems to be discounting the complete disappearance of the £340m operating profits deriving from Asia-Pacific and Latin America less than a fifth of the group total. Highly per cent share price slide at LVMH, which

has a far higher exposure to Asia and has seen its \$2.5bn DFS acquisition plunge

into the red. For those focusing on Diageo's merger progress, it was good to see eventual annual savings shooting up 50 per cent to \$250m by 2000-2001, although the \$650m bill for this looks high compared with other mergers. Taxed and discounted to a present value, the savings are worth about £1.6bn on a multiple of 10. Taken with the reduction in capital, improving returns, and the share buyback which will salvage earnings per share growth this year, the merger passes muster just as a pruning exercise. If Diageo can also use its marketing power to reignite the top line, that will be a bonus.

### PowerGen

PowerGen's gamble has paid off. The price for UK government clearance of its bid for East Midlands Electricity is two coal-fired power stations - well worth paying. Faced with an inevitably declining share of the generating market, PowerGen's strategy of vertical integra-tion has its merits: a route to market for its electricity. Right now, it looks more promising than investing in power stations in emerging markets, like rival

But the trade and industry department's decision raises concerns. It has overruled two regulators. The Office of Fair Trading recommended a Monopolies and Mergers Commission investigation. The electricity regulator wanted three power stations to go.

Of course, the DTT's ruling goes in the right direction, but the risk is that it will not be enough. The key is how many new entrants there are in the price-setting por tion of the generating market. This is especially important as the ill-thought out restrictions on gas-fired power stations limit competition.

True, National Power will also be required to sell plant, which may deliver the magic number of new entrants to stimulate competition. But the government has less leverage over National Power, which has no bid it wants cleared. That generator may be prepared for a long fight over disposals. But it will still need to convince the market that it too DEFENCE MINISTERS DETERMINED TO AVERT HUMANITARIAN CATASTROPHE IN KOSOVO

# Nato ready for Yugoslavia air strikes within weeks

Portugal, and Marc Champion in London

Nato signalled yesterday that it would carry out air strikes in Yugoslavia within weeks unless Slobodan Milosevic, the country's president, complied with Wednesday's United Nations resolution demanding a ceasefire and a negotiated solution

to the crisis in Kosovo. The North Atlantic Council, the alliance's decision-making body, authorised military chiefs to move to the final stage of readiness for an air campaign, seeking formal commit-ments from Nato members to provide aircraft and other military

A Nato official said defence ministers of the alliance, meeting in the Portuguese resort of Vilamoura, displayed unanimous determination to avert a humanitarian catastrophe in the Serbian province, the scene of a military offensive against pro-independence rebels. Some 50,000 ethnic Albanian refugees are estimated to

Ministers emphasised that Nato would be a phased campaign," said still hoped for a diplomatic solution and that Mr Milosevic would be given time to comply with the UN's demands. But William Cohen, US defence secretary, said: "A very short period of time will determine whether diplomacy is going to be successful or not."

Nato and western governments have threatened Mr Milosevic numerous times before, only for these threats to prove empty. But with a UN resolution now in place there appears to be a growing determination to act.

George Robertson, the British defence secretary, describing the decision as a "step change", said air strikes could lead to a range of further Nato operations including the dispatch of ground troops to police a ceasefire or support provision of humanitarian assistance.

Initial strikes against Yugoslavia, which comprises Serbia and Montenegro, could involve the use of up to marines carrying cruise missiles.

Walter Slocombe, US undersecretary of defence. "The targets would be military targets. Very, very effective and very, very strong blows would be aimed at the very instruments that Milosevic is using to carry out this repression." Javier Solana, Nato secretary.

general, said Nato was not yet issuing an ultimatum, but the UN resolution and Nato's decision "cannot he more clear".

The UN resolution cites chapter seven of the UN charter covering use of force, but does not explicitly authorise it. Nato allies have not resolved internal discord on what would constitute a legal basis for military action, with Washington believing Nato does not need any further UN authorisation but other countries preferring to obtain one,

However, there were indications of a compromise under which Nato would act depending on Mr Milosevic's behaviour and conditions for

# France wants stronger role for EU in global financial reform

France wants to strengthen the European Union's political role in stabilising world financial markets and overhauling the International Monetary Fund and World Bank.

It has sent 12 proposals to EU governments in the most far-reaching attempt yet by a member of the future European single currency to ensure the euro is backed by an active diplomatic approach to international financial issues.

The initiative follows ideas outlined earlier this week by Tony Blair, the British prime minister, for reform of the IMF and for dealing with financial instability. The proposals will be discussed at

of EU finance ministers due to be held today and tomorrow Vlenna. France's aim is to cothe IMF and World Bank annual meetings, which begin next month.

taking part in the first wave of the single currency - should expand its meeting this weekend to include Britain. Denmark, Greece and Sweden, the four EU countries that will not join the single currency in January 1999. This recognises the importance of bringing the UK into the discussions, especially as it is currently chairing the Group of Seven

leading industrial economies. French officials accept that several of the ideas floated this week by Mr Blair are similar to their own, with the difference that the UK prime minister chose not to propose a common EU initiative.

The French proposals cover what officials call "the role of the firemen and the role of the architect" short-term fire-fighting measures and longer-term measures to rebuild

international financial institutions. The French argue that in its fireman role, the EU should send a mis-

formed Euro-11 council - the infor- sion to Tokyo to express concern mal discussion body for countries over the Japanese authorities' inability to produce credible policies and measures to tackle its banking crisis. Paris wants another mission despatched to the US, to convince Congress of the "critical" need for an increase in IMF quotas.

Dominique Strauss-Kahn, French finance minister, is also pressing for a formula to extend the monetary stability of the eurozone into east and central Europe, while encouraging the four EU countries outside the single currency to join as "soon

as they deem possible". The principal institutional reform proposed involves the transformation of the IMF's interim committee into a decision-making council. meeting more regularly. This would mean introducing "genuine political governance" to the IMF. The French do not share Mr Blair's idea that the IMF and World Bank should merge

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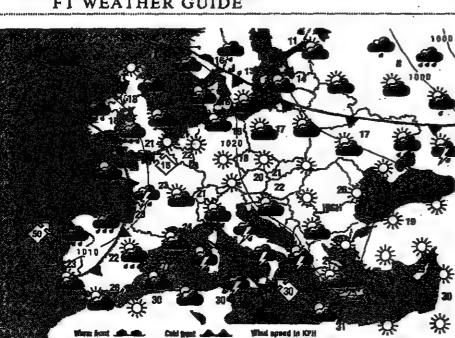
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### FT WEATHER GUIDE

### **Europe today**

From eastern France to the Black Sea, it will be fine with sunshine after morning fog clears. A frontal system over Spain and western The central Mediterranean from Maita through Italy to the southern locally heavy downpours. Northern Scandinavia and north-western Russia will be cold with showers or drīzzle. Southern Scandinavia will spells apart from drizzle over southern Norway.

Five-day forecast Thunderstorms over the Mediterranean will drift over Greece and peter out on Saturday Thunderstorms over Spain and France will drift east, affecting central and western Europe and the Mediterranean by next week.



be cold and showery in the north. TODAY'S TEMPERATURES 3000



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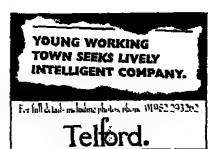
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**FINANCIAL TIMES** 

# **COMPANIES & MARKETS**



INSIDE

Telecom italia holds strategy talks



Telecom Italia, the troubled telecommunications group, will today hold a critical board meeting in Rome at which it hopes to agree a new industrial strategy to tackle mounting domestic competition. After a year of constant upheaval, Gian Maria Rossignolo (left), chair-

man, is hoping that new plans can be approved to end severe attacks on his leadership. Page

Japan airlines speed revamp plans All Nippon Airways and Japan Air System, two of Japan's largest airlines, accelerated restructuring plans. ANA sold two of its fully owned hotels in the US, while JAS cut executive and administrative salaries and stepped up its plan to eliminate 500 jobs. Page 21

Europe's bourses hit by profit fears European share prices went into retreat as investors began to take more notice of the impact on corporate profits of the crisis sweening financial markets. Euro Prices, Page 25

Ahmsa to develop Mexican mine Ahmsa, one of Mexico's most debt-ridden companies, is planning to develop the country's largest iron ore mine in remote Santa Maria Zaniza in the mountains of the Slerra Madre Sur, as part of a wider \$2.5bn project to turn southern Mexico into a steel hub. Page 23

Fruitful outlook for Dairy Farm Dairy Farm, the Hong Kong-based retailer that is part of the Jardine group, looks set to survive the Asian crisis, having more than doubled net profits. Page 21

Sweden takes poll in its stride



The dismal showing for Sweden's ruling Social Democrats in Sunday's general election has laft the country's stock market stirred, not shaken. The prospect fears of share volatility and further pressure on the krone. Although the market has reacted adversely, talk of steep price falls and currency

Ghana hopes for cassava boom Ghana is on the brink of a cassava boom. A breakthrough into export markets has been made possible by the development of new highvielding varieties of the root crop. Page 28

turmoll has proved exaggerated. Page 38

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FRIDAY SEPTEMBER 25 1998

# **UBS** predicts losses of up to \$700m

By William Hall in Zurich

Bank's deficit caused partly by exposure to troubled fund manager LTCM

UBS, Europe's biggest bank, will lose up to SFr1bn (\$700m) in the third quarter because of heavy losses on its equity and emerging markets business and a SFr950m write-off on its exposure to Long Term Capital Management, the troubled hedge fund manager.

The news of UBS's losses came only a month after the Swiss bank announced a rise in first half net profits to SFr3bn and reported it had already reduced its appetite for risk since the start of the year. UBS shares, which had risen

more than 5 per cent at one size of its exposure to LTCM, forming a fund of funds, which Ospel emphasised yesterday stage yesterday, fell more than which had never been publicly 10 per cent, to SFT365, as news leaked out about the press conference scheduled for after the

Swiss stock exchange closed. UBS, one of the few banks in the world to retain a triple A credit rating, had been considered one the more conservative operators in the financial markets until yesterday. While the losses on its emerging markets and equity trading did not come as a total surprise, analysts were unnerved by the

agement of the old Union Bank

global hedge fund industry. It Ospel said he did not know had been generating returns of why the marketing of the fund up to 40 per cent and was man- to investors had failed but aged by the "elite" of the indicated that it could have hedge fund industry. The man-been a management oversight of Switzerland, before its time the two banks were merger with Swiss Bank Cor-awaiting official approval for poration, had taken a stake in their merger which was not LTCM with the intention of consummated until July 1. Mr

would be sold on to investors. that the two banks had However, the operation did reduced their combined risk the value of UBS's equity trad-Marcel Ospel, UBS chief not prove a success and UBS appetite by 40 per cent since ing book executive, said LTCM used to was left with a much larger the merger. He also said the be the "Rolls-Royce" of the exposure than anticipated. Mr group's structural earnings

and he expected the bank would recoup some of the book, unlike its stake in LTCM. UBS has injected \$300m into the LTCM rescue and expects to own between 10 and 15 per cent of the equity.

the global financial crisis, said Mr Ospel. Volatility in the share markets of the industriahsed world had practically doubled, negatively affecting UBS, which analysts had

expected to earn more than power remained unaffected \$1.25bn a quarter following the merger, expects to report an after-tax loss of SFr500.000m to losses on its equity trading SFrIbn in the third quarter, Net profit in the second half is expected to be modest.

Lex, Page 18 The losses were a result of Deutsche Bank purchase, Page 22



US personal-organiser maker Day Runner has launched a 247.9m (\$80.5m) hostile bid for its UK rival Filofax. Chairman Mark Vidovich (above) said Filofac's Torand is not what it was, but that doesn't mean it len't a good brand". Report, Page 24

# First IPO in a month sees shares surge

By John Labrie in New York

The first US initial public offering for four weeks yester-day rose almost 200 per cent over the offer price in early trading, shrugging off recent market turbulence.

Shares in eBay, a Californiabased online auction service, began trading at midday and immediately shot up to \$53% from its offer price of \$16. About 9 per cent of the company was sold into the market, in the offering of 3.5m shares. The surprisingly strong flotstion came amid a downward trending stock market, with the Dow Jones Industrial Average off more than 87 points by early afternoon at 8,067.13.

Analysts were split as to it doesn't necessarily mean it since late August.

that the strongest companies October, given the time needed now." said David Menlow. president of the IPO Financial Network. Until the recent fall-off in IPO activity, a glut of internet shares filled the market calendar, although few had demonstrated their operations were capable of turning a

Steven Tuen of the IPO Value Monitor said: "eBay's really testing the waters after s histus in the IPO sector. Rhay is a strong offering, but involving a person-to-person

trading community for items whether eBay's offering itself will open the floodgates ranging from antiques to com-would break the chill that has again." If IPO activity did pick puters. hung over the IPO market up, there would not be a sharp rise in offerings until at least "It's a signal to the market the second or third week in

> Some 73 IPO deals remain in the pipeline but have yet to be priced, according to Securities Data Company.

eBay is rare among internet IPOs, in that it is a leader in its niche and is also profitable. Last year the company had earnings of \$874,000 on revenues of \$5.7m. The company.

which began operating in 1996.

manages online suctioning

The lead underwriter for yesterday's IPO is Goldman

Sachs, the investment bank in the midst of deciding whether will be coming to the market for roadshows and pricing of to proceed with its own public later this year.

Up to yesterday, the average IPO has been a poor performer in the aftermarket. According to Securities Data, a typical IPO has lost 12.1 per cent from its offer price. But few investors get in to such deals at the offer price, and so have seen even heavier losses as a result of the turbulent market.

World stocks, Page 38

# Dresdner hit by rogue trading in Russian bills

By Graham Bowley in Frankfurt

Rogue traders at Dresdner Bank, Germany's third largest bank, broke bank rules by buying Russian GKO treasury bills just before the market crashed causing losses of millions of D-Marks, the bank dis-

closed yesterday.

The treasury bill losses, in the "small double-digit millions of D-Marks", were incurred by a bank unit name - even though it was against bank policy to invest

Bernd Fahrholz, board member responsible for Russia, said: "Our policy was not to about \$290m. engage in GKOs. We have not been in GKOs except by individual mistake with a very smali amount."

Separately, he said Russian companies had already paid back some short-term loans since the country's financial once the crisis had calmed.

"There could be some business going on once the smoke has cleared because we have some good relationships," he

Dresdner has made provisions of about DM100m (\$59m) to cover its losses on GKOs as well as losses on Russian corporate bonds that were on its books when the crisis hit. It has also lent Russian companies and the Russian government about DM1bn that is not backed by western government guarantees or trade deals. It

has made provisions to cover 60 per cent of this amount.

About DM700m of the lending is rescheduled London Club debt owed by the Russian government. About DM300m is new lending, which includes small syndicated loans to banks and commodity financme for Russian companies.

Dresdner's losses are less than many other western banks that had a deeper involvement in Russia's capiwhich Dresdner refused to tal markets, but they raise concerns about controls within the bank. Doutsche Bank, Germany's biggest, is believed to have exposure to GKOs and other short-term securities of

Dresdner has a commercial bank in Russia in a joint venture with BNP of France. Its investment banking division, Dresdner Kleinwort Benson, also has a Moscow office,

Mr Fahrholz said Dresdner was confident of receiving full crisis began. He also signalled interest payments on London Dresdner was willing to Club debt owed by the Russian resume lending to some government that fall due this trusted Russian companies year. This is despite the Russian government's delay on Club debt to western govern-

"Mr Primakov Ithe Russian prime minister] has said they will pay all the debt," he said. Dresdner was also confident several big loans to Gazprom, the huge Russian gas company, were not a risk to the bank because they were backed by revenues from cas

Sentander cuts Johs, Page 22

piped to the west.

# SAS and Singapore Airlines to sign code-sharing alliance

By Tha Burt and Michael Skapinker in Stockholm

Scandinavian Airlines System, a member of the six-carrier Star alliance, will sign a codesharing agreement with Singapore Airlines in the latest tie-up in the consolidating airline industry.

Executives at SAS, which yesterday unveiled a SKr700m (\$85m) overhaul of its corporate identity, said the partnership with Singapore Airlines (SIA) could pave the way for the Asian carrier's participation in the Star alliance.

The tie-up follows the launch earlier this week of the five-carrier Oneworld alliance, involving British Airways,

Airlines.

Mr Jan Stanberg, SAS chief executive, emphasised that SIA - which already has a code-sharing agreement with Lufthansa another Star member - had no immediate plans to join the alliance, although it was an option for the future. "We could manage 10 carriers within Star," he added.

Mr Stenberg was speaking as SAS - 50 per cent owned by the governments of Sweden. Norway and Denmark launched its first new livery for 15 years. The overhaul, coinciding with a SKr12bn fleet renewal programme, is the first rebranding of a lead-

American Airlines, Cathay ing carrier since British Air-Pacific, Qantas and Canadian ways unveiled its new corpoways unveiled its new corporate identity last year. Mr Stenberg said SAS was

maximising revenue and cost benefits from its membership of Star, which includes United Airlines of the US. Varig of Brazil, Lufthansa, Air Canada and Thai Airlines. Airline officials predicted SAS would derive savings of more than SKr500m from Star this year. Vagn Sörensen, the SAS director responsible for alliances, said the Star carriers were exploring associate membership for smaller airlines talks with All Nippon Airways.

Japan's second largest airline,

about possible participation.

# Asia turmoil hits sales of European consumer goods

and Paul Betts in London

Concern over prospects in emerging markets hit the shares of Diageo, LVMH and Gucci yesterday as all three European companies reported profit falls due to Asian mar-

ket turmoil. Diageo shares fell 21p to 497p after the food and drink group reported a 4 per cent fall in pre-tax profits before exceptionals for the 12 months to June 30 from £1.93bn (\$3.24bn)

to £1.85bn. A 30 per cent fall in drinks profits in Asia and a £150m hit from currency movements had been largely anticipated by analysts. But markets were alarmed by the group's warn- to a briefing in New York Coca-Cola set to warn, Page 23

in Russia and Latin America of the economic turmoil. was hitting spirits sales since the start of this financial year. LVMH shares fell over 5 per cent to FFr829 after the French

drinks and luxury goods group reported a 6.4 per cent fall in first-half profits. It blamed the impact of the Asian crisis on DFS, its duty-free shopping chain which is focused on the Asia-Pacific region.

Gucci, the Italian luxury goods group quoted in New York and Amsterdam, reported a 9 per cent decline in first-half net profits. Its shares fell Fis.20 to F170.80, after the Milan-based group blamed difficult international trading. The gloom deepened after

Coca-Cola summoned analysts

Diageo said its core spirits and wines business had continued to perform strongly in Europe and North America. But in Asia, sales of Johnnie Walker Black Label premium whisky had fallen 40 per cent, while the standard Red Label version was down 50 per cent.

Analysis also reacted to the disclosure of sluggish sales in Diageo's Pillsbury food business in the US. Tougher competition in low margin products such as canned vegetables and cake mixes held sales growth back to 1 per cent.

Gucci tales 9%, Page 22 ing that economic uncertainty today to discuss the impact Diageo cost savings, Page 24



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# The fund that thought it was too smart to fail

For more than four years, John Meriwether's elite traders had made stellar returns. But when turmoil hit Russia, it led to disaster in Connecticut

the 10th floor boardroom of the New York Federal Reserve on Wednesday night were the elite of Wall Street, Few events are urgent enough to gather those such as David Komansky, chairman of Merrill Lynch, and Sandy Warner, chairman of J. P. Morgan, at a few hours' notice.

But this was exceptional, The men were here to rescue one of their own - and save themselves from the effects of one of the most spectacular financial collapses of modern Wall Street. For Long-Term Capital Management - the elite hedge fund with \$80bn of assets - it was the moment of truth.

In the imposing fortress of the New York Fed building. with its wrought iron gates and stone façade, a working group of the leading Wall Street investment banks had struggled all day to persuade other institutions to contribute hundreds of millions of dollars. "Time was running out," says one person close

For four years, LTCM had produced spectacular and consistent returns on its capital base of up to \$7bn from its headquarters in Greenwich, Connecticut. The firm led by John Meriwether, one of Wall Street's legendary figures, had thrown down a gauntlet to Salomon Brothers, his old firm, and other financial institutions.

But that had ended abruptly in the wake of the economic collapse of Russia. Its complex mathematical bets on discrepancies in value among different bonds and derivatives had come spectacularly unstuck. Its capital had virtually been wiped out as it paid out billions in collateral on lossmaking positions.

The near-collapse of LTCM shock to the men around the banks had extended credit to the firm, and traded with it. Not only could they face losses from its collapse, but its defeat was potentially a defining moment for Wall

Street in the 1990s. If Mr Meriwether and a team of traders including two Nobel Prize winners, could fail, what would happen to the Wall Street firms that held similar positions in US bond and derivative markets? Several of them were also heavily exposed to its difficulties because they had lent it money, and traded

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The meeting at the New York Fed - one of the leading banking regulators in the US - had uncanny echoes of one at the Bank of England in February 1995. That was called in an effort to persuade British banks to contribute £800m to rescue Barings, the merchant bank that was in trouble in Singa-

Yet unlike the Barings meeting, which ultimately failed in its effort to provide a cash lifeboat for the merchant bank, and find an investor to take on responsibility for loss-making derivatives positions, this one worked. The consequences of allowing LTCM to go down were ultimately too frighten-

Sitting round the table at the Fed were the best known and most powerful people on Wall Street. Apart from Mc Komansky and Mr Warner. Jon Corzine, joint chief executive of Goldman Sachs, and Sandy Weill, chairman of Travelers Group, the parent group of Salomon Smith Bar-

ney, were also there. The atmosphere in the room was businesslike, but tense. "Nothing like LTCM Capital has been unwound before," says one person

The faces gathered "Many of the banks realised around the table in that if we went through a forced unwind of our derivatives positions, they might

> inable only four years ago. when Mr Meriwether set up his fund in the leafy suburban town of Greenwich, Connecticut. In more ways than one, it was an escape from Mr Meriwether's roots on Wall Street, where he was a vice-chairman of Salomon Brothers until 1991.

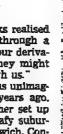
> By the time of his departure in the wake of a scandal over the rigging of the US Treasury auction by a Salobad become virtually a legend on Wall Street. He had towards Wall Street firms trading with their own capi-

When he formed his own traders as Lawrence Hilibrand and Eric Rosenfeld. matical analysis.

rom the start of its trading in Greenwich, LTCM marked itself hedge funds. Investors had to put in a minimum \$10m table, whose investment about what would be done

> their money with LTCM. nary array of talent and

Meriwether had used these techniques to arbitrage between the value of Japanese shares and convertible bonds and warrants in the



be taken down with us." Such a threat was unimag-

mon trader. Mr Meriwether pioneered a movement tal, using mathematical tech-

firm - known on Wall Street as "Salomon North" because of its offices on the waterfront at Greenwich - Mr Meriwether not only took with him such star Salomon but recruited top-flight academics to carry out mathe

Several of the the partners taught or were trained at the Massachusetts Institute of Technology: several others were at Harvard Business School. The most luminous of the bunch were Robert Merton and Myron Scholes, Prize for economics for their

Although Mr Meriwether wrote periodic letters to investors outlining broad investment strategies, the detail was kept deliberately vague. Yet many private individuals and financial institutions flocked to place

experience. These investors included not only millionaires drawn into the fund through the private banking arms of investment banks such as Merrill Lynch, but an array of state entities called "strategic investors". There were rumours that these included Asian financial authorities.

For a time, they were wellrewarded. An analysis of LTCM's investing record by Institutional Investor magazine in November 1996 found that Long-Term achieved an annualised 48.3 per cent return to investors in its first 31 months of operation. Its returns were unusually stable for a leveraged hedge

LTCM achieved these returns through a series of investments that were of baffling complexity to an outsider. Using mathematical techniques pioneered by developers of option pricing theory including Scholes and Merton, it searched for small valuation anomalies in financial markets.

At Salomon Brothers, Mr

Convertible bonds issued by companies should have a precise relationship to the value of their shares because

However, the value would made in the expectation that



The attempt to rebuild Long-Term Capital Management

the most of one of the most bearists hand markets of all time, in its first 10 months, its gross return is 28.49 per cent, in 1995, it returns 42.8 per cent after fates and 40.8 per plat is

Sop 1997: LTCM emprises Wall Street by assocuticas of will inter peacly half its 580c capital to

red a 44 per cent drop in its

Meriwether.

but they did not expect Russia's default

often drift out of line, and investment banks and hedge funds could make a profit by buying the instrument that was too cheap and going short of the one that was too expensive. They could only do this when they possessed the computer models to analyse price relationships.

LTCM built on this sort of relatively simple trade to bet out as different from other on highly complex discrepancies in valuation. Using computer models, it could for three years without build portfolios of bonds and being able to withdraw their derivatives in which some They were told very little balanced out with other instruments - while others

Most of LTCM's exposure was to markets in the US, Europe and Japan rather than in emerging markets. Its most common type of trading position was on so-called "credit spreads". This was a bet on an improvement or deterioration in the credit rating of an instrument such as an

Italian government bond. It might take a short position - in effect selling a security it did not own in the expectation of buying it later at a lower price through the derivatives mar kets. The fund would at the same time take a balancing long position in US Treasury bonds or mortgage-backed bonds to hedge itself against

These are called credit spreads because the fund would be betting that the value of the securities it owned would rise, whereas the value of the shorted securities would fall, or at least stay the same. The spread - or gap in valuation between the two securities would widen, bringing LTCM a profit.

In Europe many of its bets were on spreads narrowing hetween different types of European government bonds in the lead-up to European monetary union, and in effect were a bet on the successful launch of Emu. Traders say it profited hugely by taking positions on the Italian government bond spread, which narrowed dramatically against German govern-

ment bonds. It was also long on Danish mortgage rates and short on German government bonds. and took a large long position on Greek government bonds after that country joined the exchange rate mechanism in May. This was

bond vields would fall as the mattered so much had it not credit spread narrowed with other instruments.

which both the US and Europe enjoyed until post cash daily to cover any recently, most of these trades bore fruit because credit spreads tended to narrow. As a result, LTCM was making such high returns that its capital was increased by the inflow of cash to about \$7bn last year. tating.

success. He returned \$2.7bn to investors to stop the returns falling as a result of having too much capital, leaving the partners with a higher proportion of its capi-But this all changed

been for its use of derivatives. Investors that buy exchanges or benks have to

calls" protect exchanges

from the risk of default. As prices went awry, became very profitable. It LTCM was forced to liquidate other assets in order to raise money for margin calls. The effect was devas-

Mr Meriwether was forced to take action to prevent it September 2, Mr Meriwether asset value in August alone, and was now down to \$2.3bn

"LTCM had a one-way bet on credit spreads continuing tal and making LTCM an to improve," says Mark cial banks started to find even more exclusive club.

Turner, managing director of and disclose their losses abruptly this summer when in Boston. "This was naive environment, "most of them

Wall Street. Not only were many Salomon many Salomon people keenly interested in the fate former colleagues, but regulators were becom-

out of the fund, depleting its capital day by day, Mr Meriwether and other executives at LTCM briefed securities regulators, including the Federal Reserve. They also started visiting Wall Street In a letter to investors on firms to see whether they September 2, Mr Meriwether could gersuladed them to

"Many appeared interested, and many at the fund were optimistic," says one person close to the fund. But Schooner Asset Management from the worsening market

One banker said: 'Has this guy :: got any shame? He brings us all to the brink with his black box nonsense and then has the balls to say we did it to keep him in work. That guy is toast'

defaulted on its debts in August. Although LTCM is not thought to have been heavily exposed to Russian bonds - in proportion to its capital - credit spreads in all markets widened suddenly investors poured money

into safe instruments. As a result, the spread of Italian government bonds bonds widened dramatically The same applied to US mortgage-backed bonds vis a vis US Treasury bonds. and almost every other of the huge trading positions that traders say that LTCM

has taken during this year. These effects were exacerbated by the huge degree of leverage that the hedge fund had taken on. Its capital base of \$4bn after returning capital to shareholders had been leveraged through bor-rowings and the use of derivatives to much higher levels. Some estimates put LTCM's peak exposure at more than

The fall in value of its

the Russian government to say the least, and it was decided they were better off naive of its creditors to act. as counterparties to the person adds. deals. The market always

Despite the losses of August, partners of the firm remained convinced they rould eventually be proved right. If they could obtain enough cash in the short term to meet margin calls and see off the immediate

turmoil, they believed their portfolio of financial instruments would rise again in "The firm had secure financing in place and as long as we could keep going, we knew that our positions would prove profitable," one person at the fund says. It began to sell out of its noncore positions to raise cash. but it continued to sit on the large positions it had built up in European government

After Mr Meriwether wrote to LTCM's investors in early September, the plight of the fund became one of the main

now being co-ordinated by ing increasingly concerned about the impact a liquidation of LTCM could have on the banks it regulates.

In Greenwich, the mood was growing increasingly sombre as it became clear that there might be no help at hand

By Tuesday, the situation had become more urgent. Although LTCM drew some cash from Chase Manhattan Bank that day, it was clear that it would be unable to meet markin calls for much longer. The Fed, concerned system that might result from liquidation, stepped in. Some firms say the move was prompted by the increasing discomfort of Bear Stearns, the investment bank that acted as clearing agent for LTCM. While the

circling their own tents," the

Talks continued, and were

these types of funds, [we need to be much more disciplined in requiring disclosure of how much exposure they have." says one senior banker. Historically, they have been unwilling to provide the information, and investment banks allowed them to retain a veil of secrecy.

They were enticed by the opportunity of lucrative business with hedge funds which trade frequently and in large size, and often pay relatively high commission for their trades, compared Fed has no authority over with other investors. "Hedge hedge funds, it was con- funds were a Wall Street positions would not have topics of conversation on cerped that the forced dream but the dream has

unwinding of LTCM's huge turned into a a nightmare, positions could have brought

down another institution. However, Wall Street exec-Until Wednesday morning. utives are sceptical about there were some alternawhether more regulation of tives. A morning meeting of hedge funds will result from banks was put on hold after the debacle - not least Goldman Sachs decided to because there are turf wars pursue the possibility of an in the US and internationinvestment by Warren Bufally between regulators of fett, the legendary US invessecurities firms and commertor, who is close to John cial banks over who should take charge of the issue.

Maurice "Hank" Green-A few of the Wall Street berg, of American Internafirms are also likely to take tional Group, is thought to a hard look at the way they have been part of another run their own operations The large investment banks investors, including Zurich turned more and more Group, were sounded out by towards proprietary trading investment banks. In addiusing their own capital durtion, an approach was made ing the early 1990s, to make to George Soros, the hedge up for shrinking margins on customer business.

When the banks, the Fed Yet many senior execuand the fund reconvened at tives are now likely to ask around 1pm that day, it was themselves if they are taking with a renewed sense of similar risks to LTCM Capl urgency. Among the key tal, with even less chance of players in the discussions being able to control their was Herb Allison, president mathematical whiz-kids on and chief operating officer of the trading floor. Salomon, Merrill Lynch, who drew up now part of Travelers Group, and presented the final resrecently announced plans to cue plan to bankers. shut down its US bond arbi-"By that time, nearly all of

trage unit. us realised that this was a deal that just had to be done," one person who was Meriwether has drawn at the meeting says. After similarly sobering conseveral hours, an agreement clusions from the debacle. was struck among 15 financial institutions. The larger On Wednesday night, the statement announcing the ones – such as Goldman and rescue package included a Merrill - would contribute statement from Mr Meri-\$300m each, with smaller ones making up the rest. wether thanking the banking consortium that had in return for rescuing the

saved him "for enabling us fund in this way, the consorto be active in the markettium gains management conplace" trol of the fund, and 90 per Displaying the inner belief cent of its portfolio. Some of the banks still hope they can that kept them from liquirecoup their fall investment dating their positions more quickly after the August in the hedge fund, but whatses, the firm looks like it ever now happens, there is will be back trying to raise already soul-searching on new money from investors. When we extend credit to We are going to make some

serious money going forward," one executive close to the fund said yesterday. That attitude may not cut much ice on Wall Street. "Has this guy got any shame?" one banker said vesterday. "He brings us all to the brink with his black box nonsense and then has the balls to say we did it to keep him in work. That guy

> Reporting by Tracy Corrigan and William Lewis in New and Christopher York. Brown-Humes, John Gapper, Clay Harris and Edward

datsu, Nichimen

in Astra vent

Financial Times Surveys

# Logistics

Tuesday December 1

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**AIRLINES JAPANESE GROUPS CUT COSTS** 

# ANA, JAS accelerate revamp plans

Two of Japan's largest airlines yesterday accelerated restructuring plans earlier. launched earlier this year amid increased competition and a turbulent outlook.

All Nippon Airways (ANA), Japan's second largest carrier, sold two of its fully owned hotels in the US to Lowe Enterprises, the US property company for \$270m. while Japan Air System (JAS), the number three, cut executive and administrative salaries and stepped up its plan to eliminate 500 jobs.

ANA said it hoped to gain Y5bn (\$37m) from the hotels sale, which would be finalised by the end of the month. Management will be transferred from ANA Enterprises USA, a majority-owned ANA affiliate, to Destination Hotel and Resorts, the US group.

The group said it had no plans to sell its wholly owned botels in Vienna or Sydney, or any of the 12 hotels and resorts it manages in Asia.

The sale is part of a fiveyear restructuring drive to cut costs and shed unprofitsble assets. It marks the largest property sale in terms black this term.

of price in ANA's history. Last year, the airline had net losses of Y2.7bn against earnings of Y3.9bn a year

ANA's cost-cutting pla has been stymied by a pilots' union strike that cost it an estimated Ya.8bn. The dispute, which began in 1996, is still unresolved.

Meanwhile, JAS said yesterday it aimed to reduce expenses by a further Ylbn by the end of this year, mainly by lowering executive salaries 30 per cent and administrative payrolls 10 per cent from October. This almost doubles the salary cuts announced in March.

The airline, which has also had difficulties in talks with its workers' union, recorded losses of Y1.8bn on Y358.6bn turnover last year.

Deregulation, declining passenger volumes and increased price competition from Skymark, the industry's first new entrant in 35 years, have squeezed Japan's three established carriers -ANA, JAS and Japan Air

ANA expects another year of losses, although JAS and JAL expect to be in the

# Fruitful outlook for HK's Dairy Farm

The retailing group looks set to survive the Asian crisis, writes Louise Lucas

he supposedly lactose-intolerant Chinese in 1886 and, more recently, producing puny returns for investors when Asian stocks were

The Hong Kong-based retailer, which is part of the Jardine group, is still moving against the herd - this time to the relief of its share-

While the recently concluded interim reporting season in Hong Kong was one of big write-offs, shrinking profits and even losses, Dairy Farm more than doubled net profits and declared itself on the acquisition trail. It is not, however, a renaissance: with recession

deepening and unemploy-

ment rising, management

sees tough times ahead. "In the early stages, we have been picking the low-banging fruit and it's going to get tougher rather than easier, particularly because of the economic conditions. Every one of our markets is of Thailand.

airy Farm has a history troubled; that represents another challenge," says flow, bringing milk to Ronald Floto, chief execu-The "low-hanging fruit"

refers to the disposal of European interests: Simago. the Spanish supermarket chain, and Somerfield/Kwik Save of the UK. It also includes drives for greater efficiency: a \$40m central food processing centre in Hong Kong, and centralised sourcing and logistics for the four retail arms.

Still on the agenda are improving operating mar-gins in Australia, teasing profits out of Chins, reformatting stores and achieving greater productivity in Hong Kong. It will also explore untapped countries such as Thailand, the Philippines and Kores But Mr Floto does not buy

into the "conventional wisdom" that the Asian landscape is littered with bargains. He is not alone: analysts point to the massive premium paid this year by Tesco of the UK for Lotus



on Dairy Farm's US\$431m net cash pile is investment in existing businesses. After that, it will consider underperforming businesses it believes can be turned

Internal investment to date focuses on the central food processing centre in Hong Kong, which is due to open next month, and expansion of Mannings and Seven Eleven, its drugstore and convenience shop chains. Both increased profits in the first six months of the year. The food processing centre, which will allow the

Wellcome supermarkets to expand the range and quality of fresh, chilled and frozen foods, marks a seachange, being Dairy Farm's first big non-store investment, But it is hardly pio-

Just as Franklins of Ausrivals in the fresh foods department, so Wellcome has lagged behind Hong Kong. For Wellcome, the oversight has been less costly: the local supermarket business is a forgiving one, with just two main chains carving up the market to the duopoly in future: supermarkets are a locationdriven business and both Wellcome and its rival Park'N'Shop benefit from having big property developers as stablemates.

This environment has tralia lagged behind its allowed Dairy Farm to scoop margins estimated at over 5 per cent, which has deflected attention from productivity. That will change as Hong Kong enters an era of minimal inflation.

Beyond Hong Kong, Indonesia - Dairy Farm's first foray beyond greater China and Australasia - looks ment's mettle.

ill-fated. Three months after it paid US\$36.4m for a 32 per cent stake in Hero Group, stores were torched and looted as maybem spilt onto the streets. Seven stores are now shuttered.

Mr Floto describes Hero as "a first-class company with dominant market share in a market that's a shambles right now". Customers are eagerly buying whatever Hero can stock; the problem, he says, is filling the shelves: manufacturers. faced with rapidly rising costs, are reluctant to commit much in advance.

But as a small slice of Dairy Farm - it accounts for less than 3 per cent of assets employed - Hero is less of an issue than Franklins. where margins are a slim I per cent, compared with the 3 per cent plus creamed by its main rivals.

Franklins is not only a laggard in Australia, it also mossively underperforms its Asian stablemates. While it accounts for 45 per cent of Dairy Farm's sales, it contributes just 13 per cent of pre-interest profit. In Asia, by contrast, the retailing figures are 40.6 per cent of sales and 45 per cent profit.

The supremacy of Asia in Dairy Farm's pared-down portfolio suggests that Mr Floto's high-hanging fruit will prove a tough harvest and a true test of manage-

# **DoCoMo** price range confirmed

By Paul Abrahams in Tokyo

NTT DoCoMo, the Japanese mobile telecommunications group, yesterday confirmed that the price range of its share issue would almost certainly make it the world's largest ever initial public offering.

The indicative range for each DoCoMo share is Y3.3m-Y4.3m (\$24,265-\$31,618), valuing the issue at years. \$13.2bn-\$17.2bn.

expected to become Japan's teams of executives, led by \$60.6bn. The stock will can financial centres. account for about 3 per cent of the Topix index of all first-issue shares on the Tokyo stock exchange.

expected - 26 per cent - to reflect the volatile condishare issues have been pulled, such as Uni Credito, a Goldman Sachs' in Tokyo.

\$5bn offering in Italy, and others have been postnoned until markets recover.

Strong demand in pre-marketing helped push the range towards the higher end of expectations. The company's earnings

before interest, taxes, depreciation and amortisation have expanded at a com pound annual rate of 40 per cent over the past three The roadshow programme After the issue, DoCoMo is begins today in Tokyo. Two

third largest company by Kouji Ohboshi, chairman market capitalisation after and Keiji Tachikawa, presi-NTT and Toyota, with a dent, will take a two-week value of between \$46.5bn and tour of European and Ameri-European and American

retail investors will need to be private clients of Goldman Sachs or apply for The range was wider than shares through Japanese

The joint global co-ordina tions in international mar- tors are Nikko Securities kets. A number of recent and Goldman Sachs. The book-building room is at

### **NEWS DIGEST**

### CARMAKERS

### Daihatsu, Nichimen lift stake in Astra venture

Daihatsu Motor and Nichlmen yesterday doubled their stakes in a car production joint venture with debt-ridden Astra International of Indonesia by pledging to inject Rp450bn (\$40bn). Daihetsu raised its stake to 40 per cant and Nichimen to 10 per cent, leaving Astra with 50 per

The two partners signed a memorandum of understanding to inject the cash into Astra, which owes more than \$2bn to foreign banks and has stopped paying principal to protect its financial base. Sales of all Astra models have collapsed, with only 633 Feroza, Taft and comparable Daihatsu models sold in August, compared with 3,888 in the same month last year.

Rini Soewandi, Astra president director, said earlier this month that insistence on majority stakes in joint ventures had landed the company with too much debt.

Astra plans to submit a debt rescheduling proposal to its creditors by October and has invited isuzu and Honda to increase their stakes in joint ventures. Sander Thoenes, Jakarta

### Banking

### Krung Thai to raise Bt185bn

Thalland's state-controlled Krung Thai Bank is set to raise Bt185bn (\$4.6bn) with an Issue of new shares, about Bt55bn more than expected. The issue is expected to be mostly, if not all, in the form of a debt-for-equity swap with the central bank, which recently forced Krung Thai to absorb two ailing lenders -- First Bangkok City Bank and the Bangkok Metropolitan Bank. The state, which already owns 70 per cent of Krung Thai, will end up with all but a small fraction of the equity.

The size of the recapitalisation underlined the Thai banking industry's need for fresh capital, said analysts. Local lenders have been severely hit by a rising tide of defaulting borrowers in an economy expected to contract by 7 per cant in GDP terms this year. Observers talk of the need for \$30bn-\$40bn in fresh capital. Krung Thai said the issue would raise Krung Thai's registered capital from Bt34.85bn

"It reduces the systemic risk, but existing shareholders get take a real thumping. The dilution is pretty massive, said Andrew Maule at ABN Amro Asia Securities. William Barnes, Bangkok

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Civen for MEINS.

# Santander cuts 300 investment jobs globally

By Tom Burns in Madrid. Clay Harris in London and Louise Lucas in Hong Kong

Spain's Grupo Santander yesterday cut 300 investment banking jobs in Asia, New York and London, the biggest reduction by a European bank during the cur-

rent spell of market turmoil. Santander Investment, its investment banking arm, will now "focus its resources on southern Europe and

withdrawal is from Asian sonable business for us."

which it hopes to agree a

new industrial strategy to

tackle mounting domestic

After a year of constant upheaval involving the man-

agement and strategy of the

company, Gian Maria Ros-

signolo, chairman, is hoping

that new plans can be

approved to end severe

Today's meeting, which

will also approve the group's

results for the first six

months of this year, is

unlikely to see another man-

on Mr Rossignolo in recent

months to give up his pow-

ers to a newly created chief

executive, but senior figures

at the group say the issue

There has been pressure

attacks on his leadership.

competition.

ago with the purchase of Hong Kong investment bank opportunity nor the niche which failed at the end of

Santander said there was its change of course, considering market conditions. tage." "The [Asian equity] market is just dead," it said. "There is nothing going on. What six months ago looked like an interesting experiment The most dramatic now doesn't look like a rea-

com Italia's international

technology development.

entered only seven months opportunistic decision with Peregrine to enter a niche parts of Peregrine, the market, and neither the exist at this point in time. We have taken a fast and efficient decision to concen-"zero embarrassment" about trate on areas where we have a competitive advan-

> In addition to the 110 jobs eliminated in Asia, 130 will go in New York and about 60 in London, with equities bearing the brunt in both

centres. The fixed income side also

It added: "We took an suffered casualties although over remains weak and cor- beyond the reach of other a presence will be kept in all porate (mance activity offers three regions. Asian corposlim pickings. With losses rate finance also remains in place, and some strategists and macro economists have sia, the pressure to cut costs held on to their jobs. is growing.

In Hong Kong, a second big wave of job cuts since of the deal to about \$10m. bulk of the Asian jobs were the Asian financial crisis lost, the bank said: "We still began in July last year is only just beginning to get under way. Last week, both strengthen commercial Warburg Dillon Read and Nikko Securities (Hong Kong) announced reducmitment to Asia is, however, beginning to ring increastions.

paid about \$6.3m for Pere sustained from other emerg- grine's London, New York ing markets, including Rus- and Singapore offices as well as staff in Hong Kong. It also assumed some liabilities, taking the total value

The move into Asia was an ambitious effort to establish an international equities distribution network to draw on the emerging market experience Santander had gained in Latin America where it has extensive bank

# lose 30% of shares

Yukos's shares were pledged as collateral for a loan from foreign banks to Menatep, which is part of the same financial and industrial group as Yukos.

Western credit agencies suggested that Menatep, like many other Russian banks which have been hit by the government's default on short-term debt and the devaluation of the rouble. was unable to pay its debts. As a result, foreign banks ended up with a 30 per cent

Mikhail Khodorkovsky. the head of Yukos and the founder of Menatep, admitted yesterday he had lost his legal right to the shares. However, he has asked the foreign banks to "consult" with Yukos over the fate of

and representation on the

"Theoretically, the foreign ests of the company."

A pre-devaluation report by Brunswick Warburg, the Moscow-based broker, says that last year Yukos

\$391m\_ • Imatran Voima (IVO), the power generation arm of Fortum, the state-owned Finnish energy group, is to form a joint venture with Elsam, the Danish power utility, to break in to the newly deregulated German electricity market, writes Greg McIvar in Stockholm The two companies said yes

supply electricity from next

prices being offered by domestic German suppliers. Kari Huopalahti, an IVO board member, said Nordic electricity prices were roughly half those charged in Germany, Finland, with Sweden and Norway, deregulated their power markets in 1996, triggering competition between suppliers and price

# Yukos to to banks

Yukos, one of Russia's largest oil companies, is looking to restructure the terms of the deal under which it has lost about 30 per cent of its shares to for-

stake in Yukos.

the 30 per cent stake. Under Russian law, any stake above 25 per cent gives the holder a blocking power

bankers, can tomorrow claim these shares, but all I am asking is that they talk to me and consider the inter-

incurred pre-tax losses of \$374m (\$142m on comparable exchange rates). Losses for this year were estimated at

terday they were in negotia tions with a number of large German industrial groups to

Germany opened its electricity market to full competition in April. A number of foreign utilities, including Vattenfall of Sweden and Electricité de France are already established there. IVO indicated the joint venture would seek to undercut

## **EU** demands concessions

FORESTRY PRODUCTS

### for Stora-Enso merger Stora of Sweden and Enso, the Finnish forestry products group, yesterday faced the prospect of a further delay to their multi-billion-dollar merger after the European Union

**NEWS DIGEST** 

demanded concessions to win regulatory Karel Van Miert, EU competition commissioner, said he had sent the companies a list of objections to the tie-up, which would create the world's largest paper manufacturer. "I hope they will be able to come up with some ideas," Mr Van Miert At the end of July, the Commission extended its routine,

one-month investigation into the merger to a four-month inquiry, its move reflected concern over the dominance the combined group would wield over the European liquid packaging board, newsprint and magazine paper markets. Only about 10 per cent of merger investigations handled by Brussels go to this second stage.

The prospect of a delay hit the two companies' shares yesterday. Stora's most-traded A shares fell SKr6, or 6.7 per cent, to SKr83. Enso's R shares dropped FM1.20 to close at FM38.50 in Helsinki.

Grag McIvor, Stockholm and Neil Buckley, Brussels

### CHEMICALS

### DSM plans share buy-back

DSM, the Dutch chemicals and materials producer, is to buy back 7 per cent of its equity, in an operation costing FI 392.4m (\$206m) at current prices. The repurchase will counter dilution to its earnings from the 5.4m shares issued in the takeover this spring of Gist-Brocades, the biotechnology company. Of the 2.4m being bought back, most are to be converted into cumulative preference

shares, for issue when the group needs future financing The shares closed Fl 3.20 higher yesterday at Fl 163.50, standing 18.5 per cent above their low point, reached on Monday. This came as DSM also forecast that operating profits would reach 1bn euros by 2002, on revenues of 10bn euros. The driving force would be the life sciences division, comprising Gist-Brocades and its own operations in fine chemicals, which would account for 30 per cent of group sales. As part of the expansion, DSM is considering building a new penicillin plant. Gordon Cramb, Amsterdam

### ADVERTISING

### Publicis advances by 54%

Shares in Publicia, the French advertising company, rose 6.7 per cent to FFr950 yesterday, after it announced a 54 per cent rise in first-half net profits to FFr229m. The company said the rise signalled it was starting to reap the benefits of its aggressive International expansion strategy. It predicted "double-digit growth" for the full year, from acquisitions and organic growth in new markets.

"For the entire year, results should be very satisfactory, with double-digit growth," said Maurice Levy, chief executive. "Our worldwide expansion plan will soon be completed, a year ahead of schedule." Earlier this year, Publicis took over Hal Rinay and Evans Group, two US advertising companies, and established for the first time new operations in South America (Chile) and Asia (Thai-

land, Vietnam, Laos, Cambodia and Burma). Publicis also won new global accounts from Club Med, the French leisure group, UBS, the bank resulting from the merger of Swiss Bank Corp and Union Bank of Switzerland, and Hewlett-Packard, the US computer-maker. Samer Iskandar, Paris

### **ELECTRONICS**

### **Bull issues profit warning**

Bull, the French electronics maker, warned last night it would not match last year's net profit of FFr603m (\$107m) this year because of a FFr1bn staff redeployment and training programme this year and next. Guy de Panafieu, chairman, said profit growth would resume next year.

Bull is targeting an operating profit of FFri on in 1998 and sales growth of 5 per cent. In July it reported a first-half loss of FFr353m, compared with a FFr84m net profit a year earlier.

Operating profit was FFr104m in the period, down from FFr196m. AFX News, Paris

### BANKING

### **BBV** acquires Midas

Banco Bilbao Vizcaya, the Spanish banking group, has acquired 100 per cent of Midas Investimentos, a leading Portuguese stock brokerage and fund manager, as a step towards a substantial expansion of its operations in Portugal. Mides, an independent investment house owned by five managing partners, is expected to be expanded into the corporate finance and investment banking arm of BBV in Portugal, which already operates a commercial banking redically no

network in the country.

The management team at Midas, seen as one of its most valuable assets, is to stay on as part of the deal, the first acquisition of a Portuguese brokerage by a foreign company. BBV, which is acquiring Midas through BBV Interactivos, the group's brokerage division, is focusing overseas expansion on southern Europe after completing an investment programme in Latin America. Peter Wise, Lisbon and David White, Madrid

### INDUSTRIAL HOLDINGS

### **CGIP** announces share split

Compagnie Générale d'Industrie et de Participations, the French industrial holding company, yesterday announced a 10-for-one share split ahead of the redenomination of its shares in the single European currency next January.

The group, headed by Ernest-Antoine Seillière, who is also chairman of the French employers' federation, CNPF, sald its FFribn (\$177m) share buy-back this year had helped to support its share price. Net profits in the first half were up 159 per cent at FFr1.59bn, including a capital gain from the sale of a 5 per cent stake in Crown Cork and Seal, the US packaging company. Proceeds from the disposal were used in the share buy-back.

CGIP shares closed unchanged at FFr2,400, outperforming the Paris Bourse's benchmark CAC 40 Index, which fell 1.25 per cent. Samer Iskandar

### AIRCRAFT

### Saab cuts 475 jobs

Seeb, the Swedish aircraft and defence group, yesterday issued redundancy notices to 475 workers as part of its decision, announced last year, to withdraw from civil aircraft production. The company said it was offering alternative jobs or retraining to other members of its 1,800-strong workforce in regional aircraft. Saab is to cease producing regional aircraft from mid-1999. Greg McIvor

### Telecom Italia holds talks on new strategy By James Biftz in Rome will not be debated today. Today's discussion will Instead, the chairman's focus on relations with the Telecom Italia, the troubled future appears to depend on UK's Cable and Wireless. whether today's board can telecommunications group, Rumours of a possible purcome up with a credible chase of C&W by the Italian will today hold a critical board meeting in Rome at strategy touching on Telegroup are now deemed to be

"This is not going to be a new operating company with board that rubber-stamps C&W that would create the

alliances and ambitions for instead, the board must decide how to structure a the plan," said one senior biggest global network after figure in the group. "A AT&T of the US. "We need debate will take place and will end with some signifi- ture of the company should cant decisions being made

future." Refle. The absence of a credible industrial strategy was ambitions also seem likely to strongly attacked by institutional shareholders earlier strategy document. The this year. A strategy is essential, because one of the group's main generators of revenue - mobile telephony - is certain to face intense competition now the market

to decide on what the strucbe and who runs it," said a about the company's senior figure at Telecom The group's technological

> be an important part of the group hopes to be a big provider of customised internet services to small and medium-size business around the

The board is likely to gradually being approve a decision to resur-

although only to areas where there is an assured return on investment. The board also looks set to

In Hong Kong, where the

remain committed to Asia.

because we plan to

Investment banks' com-

ingly hollow as market turn-

banking activities here."

resurrect plans for a city phone project called Dect, on which it has already spent L300bn (\$480m). Finally, it will try to

resolve outstanding problems related to a bid by Rupert Murdoch to acquire a

lay fibre-optic cable in Italy, multimedia subsidiary. Stream, which is expected to become a vehicle for a pay-TV platform broadcasting Italian football.

The bid is strongly welcomed by the Italian telecommunications group, but has been resisted by RAL the Italian state TV network which also has a stake in

rect the "Socrates" project to stake in Telecom Italia's Occase, Page 15

# Deutsche Bank buys 4.5% of BCI

and Tony Barber in Frankfurt

Deutsche Bank, Germany's largest, said yesterday it had bought a 4.5 per cent stake for L700bn (\$420m) in Banca Commerciale Italiana (BCI),

The surprise move by the German bank coincides with markets". manoeuvres by Mediobanca,

By Robert Graham in Paris

LVMH, the French luxury

reported a 6.4 per cent fall in

first-half profits, to FFr1.48bn (\$262m), largely

because of the impact of

Though the drop in perfor-

analysts, the shares fell

almost 5.2 per cent to FFr829

the group reiterated its July

warnings, when first half

against FFr21.6bn in 1997.

"The group expects to post a

North USD 34,000,000.- FRN date 2000

the Notes will carry an uncrest rate of 5.53906% per autum.

in a slack Paris bourse.

duty free operations.

goods group, yesterday from the decline in Asian

Asian turmoil on DFS, its depreciation of the year

mance had been expected by ing Japan, accounts for 40

For the year as a whole, remains satisfactory, the

turnover was revealed down in the value of the yen." It

5 per cent at FFrs20.4bn, went on to underline that

Re: SOFTE - Société Financière pour les Télécommunications et l'Electronique

Notice is hereby given that from 24 September 1998 to 34 March 1999 (181 days).

Inscress payable on 24 March 1999 will amount to USD 278.49 per USD 10,000. Note

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hi

lot

is gra-liberalised

It is also further evidence ing industry.

Deutsche Bank last night banca. the Milan commercial bank said it had bought the 4.5 per traditionally linked with the cent stake on the open marof Mediobanca and Assi- because of BCI's "strong growth potential in one of the most dynamic European

tourism, leading to a 30 per

cent drop in DFS sales, the

duty free shops' performance

was also affected by the

The Asian region, includ-

per cent of turnover. The

company noted: "Though

sales volume in Japan

economic situation in Asia

was affected by the decline

new sources of uncertainty

against the dollar.

per cent. Commerzbank. another German bank, owns of the growing interest of a 3 per cent stake in BCI German banks and insur- while Paribas, the French ance companies in the fast- banking group, owns a 4 per consolidating Italian bank- cent stake. BCI in turn owns an 8 per cent stake in Medio-

The acquisition will influential financial network ket and from institutions already extensive presence over the future of BCI. Luigi di Torino and IMI banking in Italy, where it is the only foreign bank with a substantial retail network.

The German bank The acquisition makes acquired Banca d'America e the secretive Milan Deutsche Bank the largest d'Italia in 1986 and Banca investment bank, to revive a single shareholder in BCI Popolare di Lecco in 1993. It proposed merger between after Generali, which has 5 has 260 branches in Italy and

non-Japan Asia and the a positive note. The group

Pacific. It suffered an operat- emphasised its aggressive

ing loss of FFr236m. Apart strategy to offset the Asian-

led slowdown.

products.

The German bank is also a core shareholder of Fiat and a member of the automotive group's shareholding syndi-

The Deutsche Bank move Fausti, BCI chairman, has group, resisted attempts by investment bank's allies to Italy's largest banking force BCI into a merger with

Banca di Roma.

the richer north part of the country through mergers or acquisitions. Paribas has also opposed a BCI merger with Ranca di Roma.

In the past few days there have been reports that was seen by banking BCI was considering team-analysts as adding a new ing up with the recently strengthen Deutsche Bank's dimension to manoeuvres combined Islituto San Paolo

Mediobanca and the executive of San Paolo-IMI, group, said yesterday his group was "open" to a hypothetical merger with

### Mr Pausti instead favours increasing BCI's presence in BCI. Asian crisis blamed for | Gucci falls 9%

# sales decline at LVMH in first half

Gucci, the Italian luxury goods group quoted on the markets and Japan. New York and Amsterdam The company's stock exchanges, yesterday reported a 9 per cent decline in first-half net profits, to \$82.15m on a 2 per cent rise in revenues to \$487.6m. Domenico De Sole, Gucci chief executive, said be was

ing conditions.

Income from wines and spirits rose 24 per cent, with the sharpest jump in champagnes and wines from FFr335m to FFr567m. Fashion and leather goods, which account for a quarter of sales, saw income virtually unchanged at FFr2.2bn. Rationalisation in the fragrances and cosmetics sector helped raise income to

This involved the launch

of new perfume lines, devel-

opment of already successful

ready-to-wear clothing lines.

and new store openings. The

group also reiterated its con-

fidence in the long-term

growth in demand for LVMH

However, yesterday LVMH had emerged – notably in was more explicit, saying: Russia and Latin America. However LVMH, whose decline in profitability for product lines include fashion 1988 as a whole." goods, brand-leading Louts
DFS, which LVMH bought Vuitton luggage, perfumes FFr116m from FFr48m. The group is proposing an interim dividend of FFr6.30 a at the end of 1996, has and fragrances, champagnes operations concentrated in and spirits, sought to strike

"We are very pleased with our strong financial performance during the second the Gucci brand.

adding the results reflected the continuing strength of

perticularly in key European The company's store

benefited from our strategy

expansion programme remained on target and Mr De Sole said the strategy was to pursue property opportunities in markets that had sufferred from the economic turmoil in Asia, satisfied with the company's including Hong Kong. Hawaii and Japan. performance in the face of difficult international trad-Gucci has been at the

centre of intense takeover speculation since Prada, the Net income in the second quarter fell 7.6 per cent to Italian fashion house. 239m on a 5.9 per cent acquired a 9.5 per cent increase in revenues to However, Prada has not

increased its stake in Gucci since June. Gucci said yesterday it had repurchased 643,500 of

its shares in the second quarter and held in treasury about 2.3m shares at the end

### quarter," Mr De Sole said, "During the quarter, we of July.

Constant Shapes

# Polish telecoms deal in sight

treated like a supplicant," said Wilhelm Stuckemann, technical director at Era GSM, jointly owned by Elektrim, the manufacturing conglomerate, US West and

ers, and Plus more than 500,000.

SA's equity later this year

installation of their own long-range networks. These can be used instead of TP SA's inter-city links.

says Mr Stuckemann Era, which reported a \$10m net profit for the first half of this year, is spending more than \$20m on installing microwave and fibre optic systems to link 12

Plus is following suit. Both

### NOUVO CAYMAN LIMITED JPY 500 000 000 000 SECURED EURO MEDITAI TERM NOTE PROGRAMME SERIES 1698-7, TRI NOUVO CAYMAN LIMITED JPY 4 000 000 DIVERSIFIED JAPANESE CORPORATE RISK SECUREO CREDIT LIMIEN NOTES DUE JULY 2001 ISIN CODE (X5000-0444) NORDIC INVESTMENT BANK FRF 600 000 000 CMS-10/CNO-TEC 10 LINKED FLOATING RATE NOTES DUE 2008 ISIN CODE: X50057744440 For the period from September 26, 1998 to December 26, 1998 the new rate has been fixed at 1,521186531 56 For the period July 31, 1998 to January 29, 1999 the new rate has been fixed at 1.82188 % P.A. Next payment date: December 28, 1998 Coupon or: 2 Amount: FRF 15 211.87 for the amination of FRF 1 000 000. Next payment dare: January 29, 1999 Coupon ar: I Amount: JPY 4 605 308 for the ommation of JPY 500 000 000 GEOGRAPHICAL PAYING AGENT THE PRINCIPAL PAYING AGENT SOCIETE GENERALE BANK & TRUST S.A. 11-13. AVENUE EMILE REUTER L-349 LUXEMBOURG THE PRINCIPAL PAYING AGENT SOCIETE GENERALE

### Landesbank Rheinland-Pfalz -Girozentrale-CHF 39,999,804 8 per cent. Reverse

Zunch Insurance Company with the financial services division of B.A.T. Industries p.Lc. to lunch Allies AG, the Registered Shares of Zurich Insurance Company will be exchanged into Registered Shares of Zurich Allied AG (Swiss Security Number 914.2103 on a 1:1 ratio The Reference Price and Energies Price will not be changed. As from the 5th September, 1995 l references to "Share" and Share Issuer" in the Terms are Conditions of the Notes will be

In relation to the merger of

Merrill Lynch Capital Markets Ali

inderstood to be references t

Zurich Affred AG and a

Dy Christopher Bobinski In Warsaw

Telekomunikacja Polska SA (TP SA), the Polish telecommunications operator due to be privatised, says it will shortly sign a long-delayed interconnection payments agreement with the country's private mobile telephone operators.

"We will be signing this agreement soon," said Piotr Gawron, TP SA spokesman. The company was responding to criticism from mobile operators that talks had been dragging on the crucial issue of charges paid by new operators to the incumbent. Failure to have the agreement in place before the sale

of about 25 per cent of TP

will damage the credibility

of the company.

"We are a major client of the talks mean the mobile TP SA and yet we get operators have speeded up

DeTeMobile from Germany. Bra's complaints are echoed by Plus GSM, which has brought together Poland's KGHM copper combine and the giant Plock refinery with Air Touch of California and TeleDanmark. After two years of operation, Era has more than 600,000 subscrib-

The Polish government last year imposed an interim interconnection payments agreement on TP SA and the mobile operators which has still to be replaced by a formal deal. However, delays in

"If we build our own, we can be responsible for the quality and availability of long-range connections,"

companies already make use of an alternative national fibre optic network put in place at a cost of around \$110m by Tel-Energo, a company owned by the country's power generators, which is a

financial turmoll on its busi-

weaker than previously groups. Last week Gillette about volume and earnings thought, casting further said third-quarter sales for the third quarter, and we

ted because of flat sales.

offer its first detailed analy- las Ivester, who took over as

Ahmsa, one of Mexico's most to produce 6m tons of iron

Coca-Cola said the meeting

would be addressed by Doug-

proven some 180m tons of

reserves of iron ore, with a

high average mineral grade

around 55 per cent. It aims

estimates total potential

But industry analysts are

of debt would launch such a

bold scheme at a time when

global steel prices have

plummeted worldwide and

margins are under pressure.

of the family-owned holding

company, Grupo Acero del

Norte (Gan), which has sought to emphasise that

Ahmsa's role is simply to

provide iron ore and techni-

the Oaxaca coast.

cal expertise to a steel mini-

Kavier Autrey, Gan chair-

man, says the mine will be

able to provide the ore at

low cost, propelled by a 175-

to Salina Cruz. That made

the project feasible. He

The project is in the hands

reserves of 300m tons.

after warnings from two mild officer.

in New York

Coca-Cola is today expected

to warn that third-quarter

volume and profits will be

weaker than previously

gloom over the outlook for

once high-flying consumer

The US soft drinks group

has called Wall Street ana-

lysts to a rare meeting in

New York at which it will

remote Indian village in

the pine-covered moun-

Htains of the Sierra

Madre Sur may hold the key

to the future of Mexico's

In Santa Maria Zaniza,

debt-ridden companies, is

planning to develop the

country's largest iron ore

mine as part of a \$2.5bn proj-

ect by its parent company to

turn southern Mexico into a

It is no easy task. Villag-

ers, Zapotec Indians with a

history of isolation some

seven hours by dirt road

from the nearest city, would

not let Ahmsa geologists in

for months, after years of

abuse by logging companies.

had negotiated a toehold,

they made the mistake of

discussing digging - a word

that in Spanish translates as

"explotación" (exploitation).

That was almost the last

straw for the Zapotec com-

"The word exploitation is

almost satanic for them. It

took a lot of explaining,"

said Eduardo Holguin, minis-

ter of economic development

in the state of Oaxaca where

the "Tehuantepec" steel

When mining executives

steel industry.

SOFT DRINKS US GROUP TODAY EXPECTED TO SAY PROFITS AND VOLUMES WILL BE LOWER THAN FORECAST

The meeting comes shortly James Chestnut, chief finan-

week before, Procter & Gam- year expectations," the com-

ble said third-quarter profits pany said.
would be lower than exper"Obviously, there is a lot

Mexican steel move shows poor timing

Ahmsa has since estab- help build the steel plant,

funding.

lished itself in Santa Maria and aims to use the partner-

ore a year, twice that of don't want Ahmsa to be con-other Mexican mines, and fused with Tehuantepec."

puzzled why the owners of a 3,000 workers in the north-company with some \$1.8bn ern state of Coahuila, where

mill Gan plans to build in ratios dipped below a previ-the port of Salina Cruz, on ously agreed level last year.

mile water pipe from Zaniza Reveco, analyst at Salomon

Indian villagers are not the indebted company's only obstacles, writes Henry Tricks

would be down, and the will probably look at full-term".

of interest in how the global

economic situation is affect-

ing our volume, so we will

Zaniza and it says it has ship to secure a project are in a volatile situation,

finance arrangement for

"Ahmsa is not going to ask

for any additional loans for

this project," he said. "We

But the timing has raised

eyebrows. Weak steel prices

have forced Ahmsa to lay off

it is beadquartered. Mr

Autrey noted that those

workers were to have been

transferred to Oaxaca for the

Tehuantepec project, but the

in June, Ahmsa was also

forced to renegotiate debt

loan syndicate led by Mor-

gan Guarantee Trust of the

US, after interest coverage

The big question is what is going to happen with

Ahmsa itself because its

leverage levels are quite

Smith Barney in New York.

"You have the biggest steel

added that Gan was canvass- company in Mexico with a town and diverting the river

company ran out of time.

Coca-Cola set to warn on third quarter

Goizueta last October, and year from the analysts."

COMPANIES & FINANCE: THE AMERICAS

FORESTRY PRODUCTS

ANY ABOUT A PROPERTY OF THE PARTY OF THE PAR

EU demands concessions for Stora-Enso merger

Company of Company of the Company The same of the second of the second engine them in the mo EAST THE PARTY OF THE PARTY OF The Secretary of the Secretary of gant biller latin a . . वर्षेत्रहोस्य एको पार्चक्र कृति । १००० । politication and the graph of the state of t

CHEMICALS

DSM plans share buy-back

Publicis advances by 54%

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Bull issues profit warning

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By Victoria Griffith in Boston

Centeon, the Pennsylvaniabased joint venture between Rhone-Poulenc and Hoechst, announced yesterday that it was planning to restart manufacturing of "medically necessary" products - as determined by the US Food & Drug Administration - in

Shares in Rhône-Poulenc surged 7 per cent on the Paris bourse on the news. Hoechst shares were down DM1.20 at DM68.5.

Centeon had shut down its US operations in mid-August, after FDA inspectors failed to see enough progress in bringing the company's manufacturing practices up sharply last week after news two clotting agents for shortly.

By Scott Morrison in Toronto

da's eastern coast.

Mobil, which in the past

decade has spent C\$2bn on

exploration and development

in the region, said the addi-

tional investment enhances

role in Atlantic Canada's

burgeoning energy industry.

The region has become one

The FDA has been concerned about the facility's hygiene standards since 1996. Centeon decided it was easier to cease manufacturing altogether to modernise its factory rather than make changes during production. The FDA has said the company can continue to manufacture "medically necessary" products while factory improvements are made.

Under dispute is the future of Albuminar, a blood plasma product used for trauma victims. Centeon would like Albuminar, one of its leading products, to be included under the definition of "medically neces-

Mobil Canada invests C\$4bn

first pumped oil last Novem-

ber and currently produces

increase output to 135,000 b/

interest at nearby Terra

Nova, the region's second

Mobil has a 22 per cent

for eastern Canada.

energy projects along Cana- ernia, with estimated

the company's leadership dearly next year.

about the August closure heemophilia and immunog lobulin, used in treatment of immunodeficiencies.

Including Albuminar. "medically necessary" products account for 31 per cent of Centeon's total sales. The company also has plants in Germany, Austria and Spain. which account for about 60 per cent of total production. Centeon's manufacturing tieups in the US have sparked an ongoing lawsuit by Astra over the company's failure to fulfil supply contracts.

Because of a shut-down in the US plant, Centeon will record an operating loss in 1998. Centeon said it did not know when it would fully reopen its production. The company plans to announce to standard. Shares in sary". Currently under the the final outcome of its nego-Rhone-Poulenc had fallen definition are the company's tiations with the FDA

of Nova Scotia, Mobil has a Mobil is the lead partner, majority interest in the Mobil Canada, a subsidiary with a 33 per cent stake, in Sable Island project, which is scheduled in late 1999 to of the US oil producer, has the Hibernia production said it will invest up to project, an oil field located in

develop and operate offshore John's, Newfoundland. Hib- states. Industry leaders suggest reserves of 750m barrels, the Atlantic region will produce about 40 per cent of Canada's crude oil supply by about 100,000 barrels a day. 2004. Equally encouraging is Project officials expect to the potential of offshore natural gas reserves, which preliminary surveying indicated could reach 62,000bn cu ft. according to Stephen Henley, president of Newfoundof Mobil's most important offshore oil project which is land Offshore Industries

begin producing natural gas C\$4bn (US\$2.6bn) over the the Grand Banks region, for markets in eastern Cannext five years to explore, about 300km east of St ada and north-eastern US

growth areas, said Kenneth scheduled to begin produc- Association, an energy trade Miller, senior vice president ing by 2001. In the province group.

boost US 'medically necessary' items presence By Peter Marsh In Mannheim, Germany

> KSB of Germany, Europe's second-biggest pump maker, is considering spending up to DM800m (\$474.2m) on acquisitions in the next year, mainly to boost its presence in the US.

Josef Gerstner, chairman, said he aimed to expand the company's annual revenues DM1.5bn within the next five vears, mainly through acquisitions. Such a move would mean KSB overtook ITT of pump maker.

Last year KSB had sales of DM2.1bn, achieving pre-tax profits of DM73m. KSB's expansion plans fol-

low its return to financial health after the 127-year-old company made a loss of DM54m in 1995. That led to a big programme of plant closures and job losses.

Mr Gerstner said in an interview with the Financial Times that a priority was to boost sales in North America, where last year revenues came to only DM120m. The company wants to increase this tenfold in the near future, with the extra revenue coming mainly through acquisitions. He declined to say which companies he was

looking at. The US is the world's biggest market for pumps. World sales are about DM30bn. Companies with a strong presence include Ebara of Japan and also Grundfos of Denmark -Europe's second-biggest pump maker and the world's second in this industry. the state of the s

sis of the effects of global chairman and chief execu- and no doubt there will be a volume to grow only 6 per \$1.57 by Wednesday this tive on the death of Roberto lot of questions about next cent next year instead of the week.

8 per cent he had forecast. Coca-Cola would not say other US consumer product "We are going to talk would be given, but said it forecast for this year, reducwould express its "commitment and belief in the long \$1.55, and cut his forecast for pects. Even before the meeting to \$1.71.

takes place, analysts have been downgrading their volresearch service, the consen-

Mr Conway also made a consumer product groups what guidance analysts further cut in his earnings have plunged in the past few ing it from \$1.56 a share to their global growth pros-

once seemed on an unstoppa-According to the First Call ble climb, have plunged more than a third since hitume and profit forecasts for sus forecast for Coca-Cola's ting a peak of \$88% in July the company. Andrew Conway of Morgan Stanley said has slipped from \$1.70 at the \$15 in early afternoon has slipped from \$1.70 at the \$15 at \$57 in early afternoon be updating people on that, he now expected Coca-Cola's beginning of January to

The share prices of him

weeks amid a reappraisal of next year from \$1.76 a share Coca-Cola's shares, which

Bob Scott, chief financial officer, said the company had successfully managed its risks amid recent market turmoil and was "not contemplating any lay-offs or action like that". Mergers and acquisitions business had done particularly well in the quarter, Mr Scott said, "and we anticipate having a strong fourth quarter in M&A as well". The company warned earlier this month that its thirdquarter net profits had been reduced by \$110m because of losses associated with difficult conditions in global mar-

> activities and in connection with an institutional leveraged emerging markets debt portfolio. After a \$14m pay-out of preferred stock dividends, not profits of \$631m translated into earnings per share of \$1.05, down from \$1.09 a year earlier but ahead of the

kets. It said the losses occurred in certain credit-sensitive

**NEWS DIGEST** 

Morgan Stanley Dean Witter, the US investment bank and

brokerage, yesterday reported a 5 per cent fall in net prof-

its to \$645m in its fiscal third quarter to August 31, but

said some market sectors were thriving despite volatility.

**Morgan Stanley sees** 

result fall by 5%

INVESTMENT BANKING

\$1.03 forecast by analysts investment banking revenues totalled \$819m, helped by record levels of M&A activity, which offset a decline in underwriting revenues. The figure was just ahead of the year-earlier figure of \$818m, but down from \$988m in the second quarter. In trading and investments, equity trading and foreign exchange performed strongly and commodities had record results, but fixed-income revenues were hit.

Trading revenues of \$499m were 36 per cent below the pnor year's level and 54 per cent below the previous quarter's, investments produced a loss of \$174m against revenues of \$101m a year earlier and revenues of \$206m the previous quarter.

Richard Tomkins and Tracy Corrigan, New York

MEDICAL EQUIPMENT

**Boston Scientific shares slide** 

Shares in the medical device company Boston Scientific fell 5 per cent in early trading yesterday as analysts predicted earnings would fall about 5 cents below expectations after bad news on the group's new stent product. Some of the balloons in Boston's new NIR stent,

approved by the FDA in August, have apparently developed pin holes. Stents are small wire-mesh tubes used to prop open arteries during surgery. Boston has been relying on them for its growth. Earlier this year, the company paid \$2.1bn for Schneider, a Pfizer unit specialising in stents. The company also blamed a poor second-quarter showing - with profits of \$79m, compared to \$90m last time - on its meagre presence in stents, and said its second half would be better after its NIR stent went on the US market

Some analysts believed the market's reaction to the NIR stent news was overblown. "They have an alternative NIR stent, that can be used without balloons," said Vivian Wohl, an analyst at Merrill Lynch. "It's not a big deal, but the market is so nervous in general, any bit of bad news can make a difference." Victoria Griffith, Boston

# Fund growth predicted to slow

project is planned.

five-fold by 2008, according half the average south of the rently. to a survey by Ernst & border, but a higher Cana-

Young, the accountant. It predicts that Canadian parrow that gap, the survey mutual fund assets will grow to C\$1,500bn (US\$984m) in 10 years as an ageing popularates continue to produce a greater returns.

ing over the past decade, rates led many Canadians to with about 38 per cent of pull out of fixed-income

households now holding investments in favour of inflation anvironment funds, the levels of invest- stock market holdings. Canadian savings rates should

catching up still to come," tion and higher savings said Colin Desna, its author. large pool of funds chasing fund assets will grow 16-17 reater returns.

per cent annually, about half
While Canada has seen a the growth rate of the past boom in mutual fund invest- decade, when falling interest

Centeon to resume making

"There's a whole lot of He predicts that mutual

Canadian mutual fund in the US. The average explosive growth over that a consulting firm that tracks lie less than more than (1939) ha mir-

Mutual fund holders have so far not quit the market despite the 20 per cent decline in the Toronto Stock Exchange since its April high. But new sales of funds have slowed sharply from last year's record nace.

The Ernst & Young study assumes annual investment returns of around 7 per cent. compared with 9-10 per cent over the last decade. The

industry is likely to slow mutual fund-owning house- period, rising from just consumer sentiment towards substantially over the next hold in Canada has a C\$24bn in assets in 1990 to mutual funds, said predic-

survey also assumes a low

But Dan Richards of Marment still lag behind those dian mutual funds saw keting Solutions in Toronto, could be shattered overnight by higher interest rates or a

international steel markets

creating higher risks and

scheme are advanced, how-

ever, and Mr Autrey expects

it to get under way within

the next year. The mini-mill

would produce hot-rolled

products or steel slab with

direct reduced iron technol-

ogy that the group has never

The \$1.8bn plant is expec-

ted to produce 4m tons of

steel a year, to be shipped at

a low average cost of \$9 a ton. It would be powered by

a thermoelectric plant, to be

built at a projected cost of

\$420m adjacent to the Pemex

GAN said the project

would provide direct employ-

ment for 3,000 workers and

15,000 related jobs in Oaxaca.

In Santa Maria Zaniza.

where decisions are taken

communally by some 500

adult males, locals say there

project. Mine executives say

it will eventually involve

relocating the centuries-old

ing for foreign partners to lot of investment to improve that runs through its wise illegally head to the US. already taken root.

oil refinery in Salina Cruz,

previously used.

service covenants with a using oil residues from

high now," said Mauricio are deep divisions over the

Plans for the Tehuantepec

margin compression."

prolonged bear market. The lack of a panicked flight from mutual funds may be due to increased investor sophistication, but more likely reflects the simple lack of alternatives, ha said. When interest rates spiked up in 1994, for tial redemption out of equities and into fixed instru-

KSB to

# **BDO Stoy Hayward**

Digging deep: Ahmee mine will meen relocation for excitors town

Whether they can stop the house, an Indian child had

Ahmsa belicopter that flies

in each day. That suggested

march of industry is doubt- chalked the picture of the

some of whom would other- the modern world had

BUSINESSES FOR SALE

balmy banana plantations.

ful. The mine already pro-

vides work for 40 townsmen,

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> Smith & Williamson Chartered Accountants

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### **PUBLIC NOTICES**

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER SUBSECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT 1984 The Secretary of State hereby gives notice as follows.

 He proposes to grant a lacence under the Telecommunications Act 1984 ("the Act") to Level 3 Communications Limited ("the , to run u Kingdom. The licence will be for a period of twenty-five years. subject to earlier revocation in specifical encumetances.

The principal effect of this licence will be to enable the Licensee to ristall and run telecommunication systems throughout the Umited Kingdom. The Lieutsee will be able to provide a wide range of services but excluding mobile radso services and certain internation services. The licence authorises connection to a wide range of other systems, including earth orbiting apparatus, allowing the provision of

The licence will be subject to conditions such that section X of the Act will apply to it, thereby making the system run under the because eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate the Licenses's system as a public telecommunication

The Secretary of State proposes to grant the heence in response to an application from the Licensee for such a licence because he considers that it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective connectition between those engaged in the provision of telecor

He proposes to apply the telecommunications code ("the Code") to the Licensee subject to certain exceptions and conditions throughout the United Kingdom. The effect of the exceptions and conditions to the application of the Code is that the Licensee will have duties. (a) to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground appearatus as in already installed

(b) to comply with conditions designed to ensure efficiency and economy on the part of the Licensee, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of its apparatus;

(c) to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers:

(d) to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions in its licence to its powers under the Code, and (e) to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.

The reason why the Secretary of State proposes to apply the Code to the Licensee is that it will need the statutory powers in the Code to install and maintain the telecommunication system which is to be installed and run under the proposed licence.

The reasons why it is proposed that the Code as applied should have effect subject to the exceptions and conditions referred to above are that they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that the Licensee can meet (and relevant persons can enforce) liabilities arising from the execution of works.

Representations or objections may be made in respect of the proposed licence, and the application of the Code to the Licensee and the proposed exceptions and conditions referred to above. They should be made in writing by 26 October 1998 and addressed to the undersigned at the Department of Trade and Industry. Communications and Information Industries Directorate, 2,80 Grey. 151 Buckingham Palace Road, London, SW1W 9SS. Copies of the proposed licence can freely be obtained by writing to the Department

or by calling 0171 215 1756. Alan Proud Department of Trade and Industry 25 September 1998

**BUSINESSES** FOR SALE

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# Ionica fights to avoid bankruptcy

Ionica, the Cambridge-based company that pioneered fixed radio access telecommunications in the UK, faces bankruptcy early in 1999 unless it can find a strategic

It would be a spectacular failure. Ionica raised more and found ready finance than £100m (\$168m) from private investors as a start-up and was valued at £640m when it floated a year ago. Last night the shares closed

discussions with a potential

investor but could not guarantee a successful outcome. lonica had developed, in conjunction with Nortel of Canada, a way of bridging

the "last mile" between telephone exchange and home or office with radio. It expected good business from licensing the technology abroad, through high yield or junk But it attempted to expand

too quickly and slipped behind its business plan when software difficulties prevented it meeting expenditure, the group has demand in key areas.

The global downturn in sales and market turbulence have upset

The £445m sale of its tita-

nium dioxide business to

months ago, remains under

investigation by the US com-

petition authorities - despite

the disposal of parts of the

business to third parties in

an attempt to hasten its

approval. Another £120m

sale, of ICI's Pakistani poly-

ester operation, has been

delayed by a protracted legal

process. And the disposal of

Crosfield for \$455m to

WR Grace of the US has also

been drawn into a competi-

Meanwhile, there has been

sudden deterioration in

tion investigation.

ICI's main markets.

the chemicals group's plans for financing, says Jenny Luesby

bere is never a good then it has suffered multiple

Chemical Industries is dis- DuPont, announced 15

time to be deep in debt setbacks.

and suffering a sharp

fall in income, but imperial

covering that now is defi-

slowing, world stock mar-

kets on a knife edge, and the

chemicals industry facing

global recession, it is run-

ning out of palatable ways of

Its debt, taken on last year

to finance the £4.9bn

(\$8.23bn) acquisition of Uni-

lever's speciality chemicals

business, was supposed to

have been repaid at speed:

the group promised to raise

£3bn by selling its mature

and cyclical industrial chem-

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meeting its commitments.

With the UK economy

nitely a bad time.

only 50,800 subscribers compared with the 195,000 estimated by the end of this year in its business plans. Sales overseas were slower than expected.

lonica refused to say yesterday whether its potential partner was interested in the company as a going concern or as a source of an innovative technology.

Operations are being financed from residual cash from the flotation in July 1997. "At current rates of sufficient funds to finance

than 10 per cent of its output

in Asia. It also continues to

be a large producer of indus-

trial chemicals and materials

such as polyurethane and

acrylics, which have suffered

At the same time, the spe-

ciality chemicals business on

which ICI intends to focus -

acquired largely from Uni-

lever - has not performed as

well as was hoped, according

to analysis including Merrill

Lynch. The technological

edge and niche markets

enjoyed by speciality chemi-

cals have traditionally deliv-

ered stable demand and

prices. But flerce undercut-

ting by speciality chemical

companies like Clariant has

hit the sector so hard that in

from the Asian downturn.

Cracks appear as ICI works to patch up its debt

At the end of June, it had these operations until the year was £173.2m comapproximately January pared with £43.9m for the 1999," it said. Preliminary results for the

across the sector, as analysts per cent. On the basis of con-

year to March 31 and for the three months ended June 30 this year were issued last night after the markets closed. Turnover in the year to

March 31 1997 improved to £11.6m from £2.6m the year before. Operating costs, however, rose to £168.2m from £59.8m in the same period and interest on two high vield bonds issued in 1996 and 1997 rose to £21.3m from £5.2m. The retained loss for

have downgraded their view

in ICT's coatings business

Asian growth has evapo-

rated and the group has

become embroiled in a bitter

price war with Sherwin Wil-

Taken together, these

developments represent

quite a hammering - where

In its coatings

business Asian

evaporated and

it is embroiled

in a price war

analysis' forecasts of ICT's

pre-tax profits for this year

were running at £1bn a few

months ago, the consensus

At this level, despite £4bn

range is now £300m-£350m.

of agreed disposals, interest

cover is "dangerously low".

say two of the sector's top

analysts. Indeed, the cove-

nants attached to the five-

year syndicated loan that ICI

took out to finance the Uni-

lever acquisition dictated

interest cover from this sum-

mer of 2.25 times. Suther-

lands is one of many brokers

at, or below, 2 times. In fact,

ICI foresaw this problem. It

refinanced the loan at the

end of last year, because the

covenants were "too restric-

tive". Its new debt is no lon-

ger tied to any performance

This has allowed it to con-

tinue making acquisitions

despite the downturn: two

deals announced in May will

At the end of the first half,

the group's net debt was

equivalent to 1,550 per cent

of shareholders' funds. This

figure is distorted by the

large goodwill write-downs

that have accompanied ICI's

acquisitions. Without these

gearing would be about 100

conditions, it says.

cost a further £700m.

growth has

liams, its US rival.

of its outlook.

previous 12 months. The loss equated to 114.73p a share.

The company said it had invested about £329m to develop its fixed radio access technology and roll out the beginnings of its national network. It expects to have significant capital requirements for the foreseeable future and to generate oper ating and net losses.

Last week Nortel began to shut down its UK fixed radio access operations, partly because of Ionica's difficul-

sensus forecasts of profits

and estimates of the group's

interest and tax charges, it

now seems as if ICI's divi-

dend would be uncovered

next year, if it were main-

Finally, ICI's cash flow is

negative. In the first six

2657m. ICI is addressing this.

Chemicals buyers in the UK

report that the company,

which has traditionally

taken a passive approach to

marketing, began cold-call-

ing rivals' customers this

summer and cutting prices.

debt reductions next year

through the disposal of its

remaining industrial chemi-

cals businesses, which have

sales of £2bn. However, the

three parties known to be

interested in buying these

businesses - BP and two

venture capitalists - have all

departed and finding new

This combination of heavy

debt, falling prices on falling

sales, and costs that will be

hard to reduce, has seen

some large shareholders,

such as Janus, sell their

stakes. Indeed, the volume of

selling has cut the share

price from £12.44 in May to

ICI argues that the pain is

nal: thing

HSBC. agrees, and this week

said the selling had been

overdone. However, the

majority of the UK's chemi-

cals analysts are concerned.

dividend cut is possible.

Many are advising clients a

This may be forestalled,

say some analysts, by the

disposal of one or more of

the group's core businesses.

but ICI will be swimming

against the tide as the profit-

ability of this business

Perhaps the most radical

suggestion is that ICI might

be forced to part with its

best-known brand, Dulux -

but such a sale would be

. R mittes to July 30

. 6 mins to June 30

6 mits to Aug 31

\_\_ Yr to Mar 31

ent Sees ... 6 mins to June 30 Yr to June 30 6 mins to June 30

Herrico Stuart 6 mins to July 31 Intelligent Env Ø 6 mins to June 30 Intelligent Env Ø 5 mins to June 30-biolica 77 to Mar 31

Investment Trums

highly unpalatable.

RESULTS

Materials is a possibility,

yesterday's close of 450p.

est cover is instead hovering improve. One stockbroker,

buyers may not be easy.

### Hostile \$80m US bid for **Filofax**

By Andrew Edgecliffe-Johnson

Day Runner, the US personal organiser maker, yesterday launched a £47.9m (\$80.5m) hostile bid for Filofax, its UK rival which has struggled to reinvent itself since its yuppie image fell from fashion at the end of the 1980s.

Filofax's shares jumped 621 p to 2021 p - just above Day Runner's 200p per share Analysts said a rival bid

from a branded goods group or financial buyer was possi-ble. although Filofax's search for strategic partners was unsuccessful earlier this year. Most agreed the offer was likely to spell the end of Filofax's turbulent existence as a public company.

The group was so success ful in the 1980s that it dared not advertise for fear of this year, and maybe also being unable to meet demand. Sales shot up from £100.000 to £12m between 1980 and 1987, but the end of the decade left the company in need of a rescue fund-rais ing.

months of this year, cash flow before financing amounted to an outflow of A turnround programme begun in 1992 was briefly successful, but the shares have fallen 60 per cent behind the FTSE All-Share Index since a profit warning in 1996.

Filofax advised shareholders to take no action. Day The group is promising Runner would not say whether it had tried to negotiate an agreed takeover, although its 1997 accounts show that it incurred \$1.45m costs for failed acquisitions. The US group, which has

more than 50 per cent of the US market for paper-based organisers sold through mass-market retailers, said it had been "astounded" that Filofax had not called it during this year's strategic review.

Mark Vidovich, chairman of Day Runner, described Fliofax as "an underperforming company that lacks direction", where diversification had failed, reorganisations had not delivered results and growth expecta-

"The brand is not what it was, but that doesn't mean it isn't a good brand," he said. Day Runner would extend the Filofax product range to grow sales, he said. The two companies have little geographical overlap, and Day Runner expects no cost savings or closures from the

Day Runner, which sells 6m organisers and 20m refills a year, made operating profits of \$35.6m on sales of \$168m in the year to June. while Filofax reported £4.3m of operating profits from turnover of £42.2m.

The sale of a lossmaking cards business knocked Filofax to a pre-tax loss of £882,000.

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### COMMENT

### **Filofax**

For sociologists of 1980s yup-predom, Day Runner's bid for Filofax Filofax will make a nice postscript to the tale. A reliable underperformer since the early 1990s. Filofax has fuled to maintain the rapid growth of the previous decade, with its earnings trajectory turning negative this year. Diversification away from personal organisers into greetings cards has been disastrous. And, more importantly, the challenge from electronic organisers appears insurmountable at the top-end of

the diary market. In Day Runner's hands, it will at least have a stronger distribution platform in the onex

ploited US market. However, Filofax's dependence on affluent women buying its eponymous product for social rather than business purposes has an outdated feel to it. And any move by Day Runner to take it downmarket to boost sales will only erode the value of the brand.

The US company's offer of a 43 per cent premium to Wednesday's share price - eight times operating profits should satisfy Filofax's shareholders. However, since it could fit well in the back pocket of a luxury goods group -Gucci or Dunhill perhaps - an auction is possible. With few synergies to flaunt, the downmarket US paper-based dairy maker may not have much stomach for a fight.

### **RAC/Cendant**

Fear tears will be shed as a result of yesterday's referral of Cendent's £450m acquisition of the Royal Automobile Club to the Monopolies and Mergers Commission. After all, the beneficiaries of the takeover - members of the Landon-based club who stood to receive £30,000 plus apiece - have been pilloried in some parts of the media, in the latest example of the unhealthy British obsession with fut cats.

But, though the popular rejoicing is out of place, the referral itself has merit. Putting together the RAC with Cendant's existing Greon Flag service will create a group with perhaps as much as 45 per cent of the market in servicing broken-down vehicles. True, the Automobile Association will still be bigger with 48 per cent of the market; arguably, it too should be investigated. And, just conceivably, creating a number two of almost the same size could rebalance competition to the benefit of consumers. But this argument looks thin. It certainly requires the full scrutiny

# Diageo merger may save \$490m

The cost savings expected same relative return as estifrom December's merger of mated last May and the Guinness and Grand Metro- same ratio of cash to total politan to form Diageo have jumped from £195m a year to drink group said yesterday.

The main reason for the rise is bigger-than-expected staff reductions, with 3.000 jobs cut, compared with the 2.000 predicted when the merger was announced in May 1997. The eventual total is likely to top 4,000.

As a result, the direct costs of the merger, including redundancy payments. office reorganisations and systems development, have risen from £375m to £630m. This is in addition to the £250m payment to LVMH, the French group that was the largest shareholder in both Guinness and Grand-Met, in return for supporting

the merger. "The investment of £630m

behind achieving this new level of synergy has the costs," said Phil Yea, finance

when Diageo reported results for the year to June 30, showing a dip in pre-tax profit excluding exceptionals from £1.93bn to £1.85bn - in line with expectations. Exceptional items cut profits by £167m, against £642m last time, when GrandMet sold

off some food businesses. This year's exceptionals included £872m of mergerrelated costs, the £54m loss on the sale of the GrandMet stake in the Instrepreneur pub company and some smaller charges. These were partly offset by a 1688m profit on the sale of Dewar's scotch whisky and Bombay gin. The group also took a charge of £58m for a change

8.32

Notice of Meeting of the Holders of the issue of Notes referred to below

### BG Bank A/S (Formerly Sparekassen Bikuben A/S) U.S. \$100,000,000

Subordinated Floating Rate Notes due 2004

BG Bank A/S (formerly Sparekassen Bikuberi A/S) (the "Issuer") hereby gives notice to the holders (the "Noteholders") of U.S.\$100.000,000 Subordinated Floating Rate Notes due 2004 (the "Notes") issued by it that, pursuant to Condition 11(a) of the Notes and the provisions of Schedule 3 to the Fiscal Agency Agreement dated July 12, 1994 (the "Fiscal Agency Agreement") relating to In the Fiscal Agency Agreement dated July 12, 1994 (the "Fiscal Agency Agreement") relating to the Notes and made between the Issuer, Chemical Bank (now The Chase Manhattan Bank) as fiscal agent, agent bank and principal paying agent (the "Fiscal Agent") and Kredietbank S.A. Luxembourgeoise as paying agent (together with the Fiscal Agent, the "Paying Agents"), that a meeting of the Notehotders (the "Meeting") will be held at the offices of BG Bank A/S at 30 Finsbury Square, London EC2A1NR on October 20, 1998 at 14.00 (London time) for the purpose of considering and, if thought fit, passing the following resolution (the "Resolution") which will be proposed as an Extraordinary Resolution (as defined in the Fiscal Agency Agreement) in accordance with the provisions of the Fiscal Agency Agreement:

EXTRAORDINARY RESOLUTION

"THAT the holders of the outstanding U.S.\$100,000,000 Subordinated Floating Rate Notes due 2004 (the "Notes") of BG Bank A/S (formerly Sparekassen Bikuben A/S) (the "Existing Issuer") which are issued pursuant to a Fiscal Agency Agreement dated July 12, 1994 made between the Existing Issuer, Chemical Bank (now The Chase Manhattan Bank) as fiscal agent, agent bank and principal paying agent (the "Fiscal Agent") and Kredietbank S.A. Luxembourgeoise as paying agent (together with the Fiscal Agent, the "Paying Agents"), hereby resolve, following the transfer by the Existing Issuer of all its assets (with the exception of DKK 100 million in cash and two by the Existing Issuer of all its assets (with the exception of DKX 100 million in cash and two properties as further detailed in the prospectus dated September 14, 1998 relating to the reorganisation of the Existing Issuer), flabilities, operations and undertakings to a newly established wholly-owned subsidiary of the Existing Issuer to be named "BG Bank A/S" and incorporated in Denmark under registration no. A/S 242,096 (the "New Issuer"), to approve the substitution of the New Issuer for the Existing Issuer as issuer of the Notes, and that accordingly the Existing Issuer shall, on and from the effective date of such transfer, being January 1, 1998, but subject to the approval of its shareholders at an extraordinary general meeting to be held on October 29, 1998, be released and discharged from all its obligations under the Notes and the New Issuer shall assume such obligations, and they hereby authorise and direct each of the New Issuer shall assume such obligations, and they hereby authorise and direct each of the Existing Issuer and the Paying Agents to execute, perform and concur in all such deeds, instruments and acts as may be considered by it or them to be necessary or expedient for or incidental to the implementation of this resolution.

The Issuer has accordingly convened the Meeting by this Notice to request the agreement of the Noteholders to the matters contained in the Resolution in accordance with paragraph 19(B) of Schedule 3 to the Fiscal Agency Agreement.

Pursuant to the terms of the Fiscal Agency Agreement, Notes may be deposited with or to the order of any of the Paying Agents (The Chase Manahattan Bank, Trinity Tower, 9, Thomas More Street, London E1 9YT or Kredietbank S.A. Luxembourgeoise, 43 Boulevard Royal, 1-2955 Luxembourg) not less than 48 hours before the time fixed for holding the Meeting but not thereafter, for the purpose of obtaining voting cartificates or including votes in block voting

The quorum required at the Meeting for the passing of the Resolution is two or more Noteholders or agents present in person and holding or representing in the aggregate not less than 75 per cent. in principal amount of the Notes for the time being outstanding.

Copies of the Fiscal Agency Agreement and the terms and conditions of the Notes as well as copies of the prospectus relating to the reorganisation of the Issuer are available for inspection at the offices of The Chase Manhattan Bank at Trinity Tower, 9, Thomas More Street, London E1 9YT and at the offices of Kredietbank S.A. Luxembourgeoise, 43 Boulevard Royal, L-2955 Luxembourg and in addition at the offices of BG Bank A/S at 30 Finsbury Square, London EC2A1NR

for and on behalf of BG Bank A/S

September 25, 1998

○ CHASE

### Trial results of Glaxo's flu drug

By Clive Cookson

Glazo Wellcome's new influenza drug, Relenza, is very effective both in preventing infection with the flu virus and in treating patients, large-scale clinical trials show. Results from tests on more than 1,000 patients will be presented to a scientific meeting in California today and tomorrow.

Glaxo applied this week for regulatory approval to market Relenza in Europe and Canada. Unless there are unexpected problems, it should be available in time for the millennium flu season in the winter of 1999-2000.

Relenza was invented in Australia - the first drug designed to attack the flu virus - and licensed to Glaxo by Biota, an Australian biotechnology comp any.

But other drugs that work in the same way are under development. The main competition to Relenza is GS4104, discovered by Gilead Sciences in California and licensed to Roche of Switzer-Yesterday at the same

meeting in California, the Interscience Conference on Antimicrobial Agents and Chemotherapy. Roche and Gilead announced similarly impressive results. GS4104 is about a year behind Relenza in the devel-

submitted for regulatory

approval in 1999.

Low copper price affects Antofagasta

Antofagasta Holdings, the London-based mining conglomerate with interests in Chile, expects metal prices "contagion" has spread to Latin America. But, while it did not

expect copper prices to recover significantly in the near term, it said it had been the recent problems in Russia had not appeared to opment process. It will be mal cyclical low," it said.

cial controller, added that the Chilean government had responded quickly to the decline in business activity in the region and that, to continue to be affected by despite the turmoil in emergthe economic downturn in ing markets, the Chilean south-east Asia while the economy was continuing to grow at a reasonable rate.

Depressed copper prices pushed Antofagasta's mining division into a small interim loss but railways and other investments helped it to a 20 encouraged by the fact that per cent increase in pre-tax profits to £27.7m (\$46.5m). Sales were £61.4m (£82.3m) affect the metal. "Copper and there was an exceptional prices are around their nor-charge of \$200,000. The shares rose 81 p to 1721 p.

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge  $\Rightarrow$  Comparatives restated. "Gross.  $\Rightarrow$ On reduced capital. XFigures pro forma. XForeign income dividend  $\Rightarrow$ OAIm stock. Cayman Financial Brokerage House Forex, Futures, Options and Guaranteed Funds Telephone +1 345 945 3100 Website www.cfbh.com. Facsimile +1 345 945 3199 24 HRS GLOBAL OFFSHORE TRADING

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Diageo merger

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# Profit worries hold shares back

### **EUROPEAN OVERVIEW** By Vincent Boland

European share prices badly hit. went into retreat yesterday. reversing the rising trend

FTSE Eurobioc 100

troubled New York hedge

Wednesday on the strength 845.71. seen earlier in the week, of comments from Alan Financial stocks per-as investors began to Greenspan, chairman of the formed poorly after the UBS UBS slipped Ecu 27.6 to take more notice of US Federal Reserve, that announcement sparked tears Ecu 224.24, while CS the world's financial ment turned surprisingly action.

would write off SFr950m in per cent, to 2,354.73, wiping in recent weeks, and there 35.12. More defensive sectors the third quarter from its out about half the gains that was caution ahead of deli- such as utilities and food exposure to Long-Term were recorded the previous Capital Management, the day.

The more broadly-based terms of the country's gloomy day's trading, with 12.74, or 1.23 per cent. to

profits of the crisis sweeping rates was on the way, sentimight need to take similar 111.81.

fund, set the tone for a FTSE Eurotop 300 index fell enforced debt restructuring. The financial stocks index Quancial stocks especially 1,026.46, while the Ebloc 100 fell 2.06 per cent, with the index of Emu participants retail banking sub-sector After solid gains on fell 1265, or 1.47 per cent, to tumbling 3.04 per cent, reflecting a general sell-off

the impact on corporate suggested a cut in interest that other European banks Group fell Ecu 6.6 to Ecu

Deutsche Bank was down negative. Worries about the overall Ecu 5 at Ecu 47.75, Société
The PTSE Eurotop 100 exposure of banks to Générale dropped Ecu 4 at The announcement by

The PTSE Eurotop 100 exposure of banks to Generale dropped Ecu 4 at UBS, one of Europe's biggest index of Europe's leading emerging market losses has Ecu 112.97, and Dresdner financial institutions, that it shares fell 35.31, or 1.48 been a feature of the sector.

Bank fell Ecu 3.1 to Ecu cate negotiations with Rus- companies posted modest sia on renegotiating the gains.

Bond yield conve For cost (September 24 1998)	FTSE Actuary						n series s
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its points of 100%	Oversifici Intermelis Electronic & Elect Figure Engineering	865.29 742.03 782.11	+9.32 +1.15	-3.18 +2.38 -9.34	2.50 2.52 4.22	17,48 4,89 10,68	880.13 746.62 790.55
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D 2375 2406 2428 2436 P C P G P C P C P SG M 194 24 195 72 223 67 143	BETILITIES  Blacketty  Bas Distribution	1367.69 1055.30 1096.89	+8.34 -0.05 +1.45	-0.57 +15.60	3.32 1.65	53.32 38.23 84.81	1473.33 1083.49 1197.91
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ing 1986 Since complication	inturança Life Insuranca Other Financiali	835.95 991.49 736.82	-1.10 -0.33 -0.87	-9.29 -1.28 -6.47	1.96 1.94 2.77	11.45 11.18 15.95	845.71 1862.19 749.13
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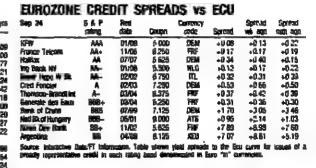
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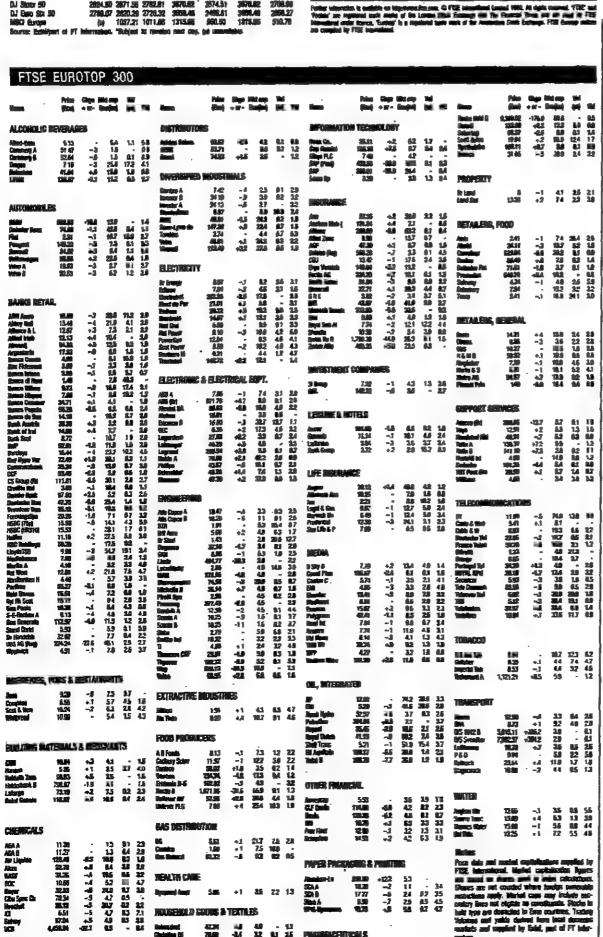
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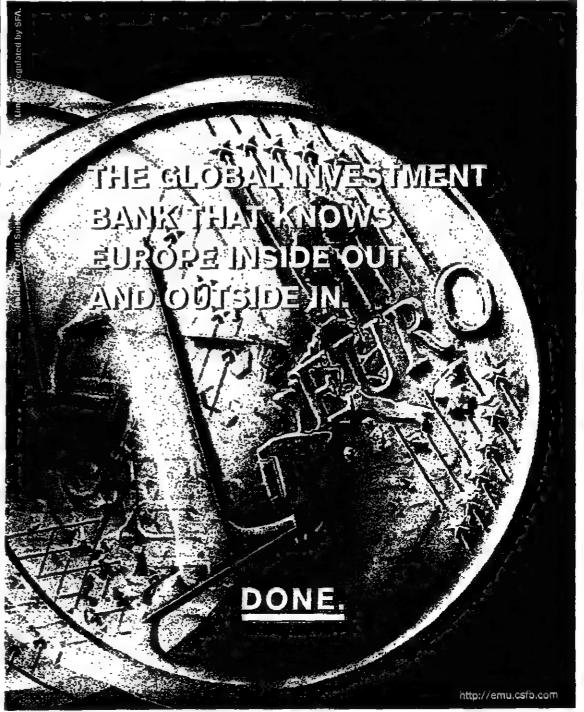


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With a unique balance of skills, culture and resources, Credit Suisse First Boston is helping clients position themselves to reap the benefits the euro will bring. No other firm has quite the same combination of global business and European "home market" capabilities.

CREDIT FIRST SUISSE BOSTON

### By Edward Luce, apital Markots Editor

OM, the Swedish stock and derivatives exchange, yesterday reported higher-than-expected volumes in the first week of trading on its Swed-

ish government bond future. The contracts, covering two and 10-year government bonds, were launched last Friday, achieving a combined daily average turnover of more than 8,000 contracts while expectations were below 5,000, said Peter Cox. chief executive of OMLX, its London subsidiary.

OM, an electronic exchange, is to launch short-term interest rate con-tracts on Swedish interest rates and other products in the medium term.

Part of the exchange's strategy is based on Sweden's opt out from the first round of European monetary union in January. Emu shrinks the universe of diverse futures contracts available to investors and is expected to boost demand for UK gilts and Swedish government bonds.

Mr Cox, who said about 20 per cent of demand for the two futures contracts came through OM's London-based screens, says OM is aiming to be the third largest exchange in Europe after Eurex - the merger between the Deutsche Terminbörse. Soffex, and the London International Financial Futures and Options Exchange. Matif, the French exchange, has reported declining volumes in the past nine

The DTB considered the possibility of launching a now thought unlikely to.

56 811 8

# OM trade Rate cut hangs over Treasuries

**GOVERNMENT BONDS** By John Labate in New York and Khozem Merchant

in London

US Treasuries opened weaker but improved by midday as US equities came under renewed pressure 2.1 per cent. after the release of strongerthan-expected figures on durable goods orders.

By early afternoon the benchmark 30-year bond was up ± to 105%, yielding 5.165 per cent. The 10-year note gained in to 107%, sending the yield lower to 4.650 per

In the wake of congressional testimony from Alan Greenspan, Federal Reserve chairman, analysts widely expect the Federal Open Market Committee to lower its key short-term Federal Funds rate at the next meeting on Tuesday.

In a morning release, duratations, following a 1.9 per cent rise in July. The August strength was said to be due largely to transport orders. Excluding the transport sector, orders fell in August by

In a separate report, gross domestic product growth for of British Industry Septemthe second quarter was raised by 0.2 per cent to 1.8

Generally weaker equity prices in early afternoon dued and export orders at trading added to the turn-the lowest level since 1983. round in Treasury prices. UK gilts were little changed, closing at 114.61,

down 0.5 per cent, with 56,500 contracts traded on Liffe. In the cash market, the yield on the 10-year benchmark gilt rose to 5.05 per cent, while the yield on the 7% December 2007 gilt climbed to 5.01 per cent.

ble goods orders rose 1.6 per in the second quarter year- the timescale for cuts. A 25cent in August, above expec- on-year. Analysts described the figure as of historic interest: it was the first time GDP figures were calculated on the new standardised England, probably in the European methodology.

The more depressing, and bond-market friendly, data basis points "would smack of came from the Confederation ber trends survey. It found manufacturing output had slumped to a 51/2-year low, domestic orders were sub-

"The CBI picture was dis-

mal, more so because it shows future trends," said Keith Edmonds, chief analyst at IBJ International. But Mr Greenspan's overnight comments with hints of a cut in the US interest

German bunds traded moderately, reversing early gains. The market was generally cautious ahead of the rate overshadowed the grim macro-economic data. "What Alan Greenspan's equities and gave a fillip to sis was hurting US markets.

New international bond issues

UK GDP grew 0.5 per cent comments did was to reduce bonds. The December future settled up 0.4 at 113.75, with 530,613 contracts traded on the Deutsche Terminbörse. The yield on 10-year benchmark bunds closed at 3.94 per cent.

autumn. Mr Edmonds said a Mr Mitchell said sentiment more aggressive cut of 50 was still cautious on the Bundesbank easing monesuspicion that the Fed tary policy. He said the knows something we do remarks by Mr Greenspan hung over the market. But The chairman's comments sure, he added, was rishelped short sterling coning for a more aggressive cut tracts, which rallied by by the Fed of, say, 50 basis points. "That is why the between six and nine basis short end of the yield curve points. "The real beneficiary of the day was the front end

did well." External factors were again the main drivers of the bund market. Besides Mr Greenspan's comments, the intervention by New York banking authorities to save the Long-Term Capital Manfederal election at the week-end. This weighed down that the global financial cri-

### **NEWS DIGEST**

### GERMANY

### **Deutsche Börse Clearing** to connect with SEGA

Deutsche Börse Clearing, the clearing arm of the German stock exchange, will be connected directly with the Swiss Securities Clearing Corp (SEGA) from September 28. This will coincide with the start of trading on the Swiss arm of Eurex, the new cross-border electronic trading system linking the Frankfurt and Zurich derivatives markets.

The German exchange said yesterday the two markets would be connected through a delivery-versus-payment electronic link, the first between two European exchanges. It claimed the move would reduce the risks and costs of cross-border settlements.

The link means it will be possible for German and Swiss securities, required to be delivered in settlement of Eurex or over-the-counter transactions, to be cleared and settled In cross-border securities clearing transactions.

Eurex is also launching a futures contract on 30-year German government bonds on October 2. The Euro-BUXL future will be based on DM85bn of 30-year bonds after the Bundesbank's announcement this week that it would issue another DM15bn of long bonds in early October.

Eurex said the new issue would mean that outstanding volume in the 30-year maturity range would be almost equal to that for futures contracts on 10-year bunds.

### ISRAEL

### Bank Leumi oversubscribed

Israel beat difficult market conditions in its offering of Bank Leuml, the country's second biggest, by targeting domestic Investors with an appetite for complicated packages of shares and warrants, analysts said yesterday. The offering closed late on Wednesday at Shk65 per unit, or 12 per cent above the minimum price set last week.

According to MI Holdings, the bank privatisation comparty, the offering was 4.6 times subscribed. Each unit includes 10 shares and 15 warrants. The state will receive Shk628m in immediate proceeds, including shares sold to employees. If all warrants are exercised by December 1999, the state will receive up to Shk628m more - and see its stake in Leumi fall from 61 per cent before the offering to 44 per cent.

Foreign investors, who subscribed for 75 per cent of the offering in the pre-commitment stage, were shut out of the deal after being outbid by domestic buyers. However, Lehman Brothers, Merrill Lynch and Flemings, will today decide if they want to exercise a greenshoe option worth 2.4 per cent of the bank's equity on a fully-diluted basis.

Leurni shares on the Tel Aviv Stock Exchange fell 1.7 per cent yesterday to Shk5.76 on exceptionally heavy volume of Shk141m, compared with the TASE's average daily turnover last week of Shk158m, Avi Machlis, Jerusalem

TO HONEY HATES

# Ford in \$1.5bn 30-year global

### INTERNATIONAL BONDS By Edward Luce

many by surprise with a 30offering. The company, which is rated single A by both leading credit rating agencies, is the lowest grade corporate to come to the market in the turmoil of Eibn offering by AA-rated Enel. Italy's electricity utility, on Wednesday.

An official at Merrill demand had come from the US. Other bankers pointed to the differences in risk appe-

buy 30-year Ford paper in a bull market, let alone now." said one banker. US investors, on the other

Ford Motors yesterday took hand, thought the market was undervalued with corpoyear \$1.5bn global bond rate bond spreads having widened so dramatically in recent weeks. The bond was priced at 145 basis points over the 30-year Treasury bond. Earlier this year Ford issued a D-Mark denomirecent weeks. It follows an nated bond at a spread of 46 basis points, which has since widened to more than 90 basis noints.

Elsewhere, Triangle Two, Lynch, lead manager, said a special purpose vehicle set up by CREDIT SUISSE FIRST BOSTON, issued a three-tranche collateralised future on the 10-year Swed- tite between US and Euro- loan obligation which was ish government bond but is pean investors. "European entirely de-linked from investors probably wouldn't CSFB's credit rating. Two of

Norman	Anscure	Coupon	Price	Mahurity	Feds %	Spread be	Book-namer
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basts point cut by the Fed

looks likely next week and

should be followed by a simi-

lar move by the Bank of

[short end] of the yield curve," said James Mitchell,

strategist at Nomura.

04, then +50bp, a3) Class: £17.65m, 3ML +66bp to Oct 04, then +130bp. b) Fungible with £300m, Plus 56 days accrued, c) Fixing: 2/10/96, Indicated conversion premium: 8-12%. Callable from 30/9/03 at per. Publicle on 30/9/03 a. 08 at per. thos: 15%. i) Over Interpolated yield, i) Long 1st coupon, e) Short 1st cou

the tranches were rated credit risk off its books. AAA. The \$2.5bn bond is 100 per cent collateralised by US Treasuries through the repo market.

efficient for CSFB but provides investors with AAA paper," said an official at

Europe, the rest to the US. "This is obviously capital Elsewhere, little was rumoured except possibly a 10-year dollar offering from Canada. No corporates are CSFB is also paying the CSFB. About 30 per cent expected in eurobonds in the vehicle a spread to take the of the offering went to next few days.

WORLD	BOND	PRI	CES					
BENCHM		OVE						
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Aminalia	01/01	8,750	108,7193	4.68	-0.15	-0.25	-0.65	+0.01
	08/08	8.750 8.750	127.4713	6.17	-0.13	-0.16	-0.44	-0.94
Austria	07/00	3.676	103,8000	3.64	-0.07	-0.04	-0.09	-0.80
	01/08	8.000	105,3600	4.56	-	+0.04	~0.17	-1.29
Belgion	01/00	4,000	100.5000	3,69	-0 06	+0 03	-0.03	-0.48
	93/94	5.750	111.3500	4.25	-0.02	+0.01	-0.22	-1,33
Cacacia	03/00	5.000	100.0300	4.98	-0.08	-027	-0.33	+0.97
	06/08	6.000	106.8800	5.09	-0.01	-0 18	-048	-0.60
Dersourit	11/00	9 000	108.3000	4.78	+0.05	+0.25	+0.25	+0.17
	11/07	7,000	115.6800	4.89	+0.02	+0.16	-0.03	-123
Paland	01/99 04/08	11,000 6,000	102.1986 112.5000	3.08 4.37	-0.05 -0.00	+0.05 -0.01	-0.16 -0.07	-1,00 -1 32
-								
France	01/06 04/05	4.000 7.600	100.5600 120.9400	3 53	-004 -001	-0.02 -0.01	-0.09 -0.21	-0.54 -1.25
	D4/08	5.250	108.7500	4 12	-0.01	+0.07	-0.19	-1.33
	04/29	5.500	108.4900	4.85	+0.03	+0.08	-0.12	-1.15
September 1	02/00	4.000	100,8100	3 41	-0.05	-0.02	-0.14	-0.52
	70/06 01/08	6-300 6-360	115.2300 109.3700	3.98 4.02	+0.03	+0.02	-0.18 -0.15	-1 76 -1.48
	91/28	5 629	110.8900	4.81	+0 02	:0.05	-0.13 -0.10	-1.26
	10/01	6.500	107 4000	3.89	-0.04	-0.02	-0.25	-1.52
	08/08	£ 000	113,1500	6.34	-0 02	=	-0.28	-1.66
italy	04/01	4300	101.5500	3.84	-0.05	-0.01	-0.24	-1,41
	05/03	4,750	103.0800	4 01	-0.05	-0,04	-023	~1 49
	05/08 11/27	\$.000 8.500	104 7600 118 8500	4.38 5.22	-0.01 -0.01	-0 01	-0.35 -0.10	-1.67 -1.41
Jepon	03/00	6.400	108.9600	0.29	+0.01	+0.08	-0.12	+0.17
Support	06/03	4.500	117.9100	0.54	-0.61	+0.10	-0.12	-0.79
	08/05	3.000	715.1000	0 77	-0 03	+0.05	-0 42	-1.21
	\$1160	2,700	120.0700	151		+0,09	-0 契	-1,31
الجونمواتيز	05/00	9.000 5.250	108.3700 108.9400	3.57 4.12	+0.01	-0 01 10.0+	-0 09 -0.25	-0.51 -1.35
New Zealand	07/06	8,000		_		-0.15		-0 40
-	02/51 17/06	8,000	104,7258	5.79 5.81	-0 27 -0 18	-0.15	-0.46 -0.31	-076
Mirrorry	\$1/94	9,000	100 2370	786		10.0+	+0.43	+3.44
100.449	01/07	8 750	108.0000	5.52	-0 62	+0.11	-0.05	-0.29
Peringol	03/00	\$.375	162 5100	1.58	+0.02	+6 02	-0.22	-1,35
	06/06	5 375	107 8200	4 39	-0 01	+0 01	-0 25	-1 58
Cymir.	04/00	6 750	104 5200	1.65	-0.09		-0.17	-1.08
	1770B	£ 900	112 0300	4 40	-0.05	+0.02	-0.25	-1 48
	05/00 05/08	10.250 6.500	100.8560 112.2700	4.35 4.85	-0.03	+0 08	-0.11 -0.09	-0.41 -1.38
Suitzerjand	03.00	5,000	104 7300	175	+0.03	+0.12	-027	-0.05
State Miles	95/07	4.500	113 0400	2.78	-005	+0.12	+0.14	-0.73
UK	11/07	7 000	103,9297	360	-0.05	-004	-0.57	-124
	12/03	6.500	105.7891	5.21	-0.02	-	-0.50	-1.45
	12/28	1.250 6.000	116.3281	8.01 4.78	+0 03	+0.05	-0.44 -0.45	-1.59 -1.77
	05/00	5 500	101 3856	4 62	_	-0.02	-0.57	-1.18
<b>.</b>	05/00 05/03	5.500	101 3856	4 53	-007 +001	-017	-0.57 -0.60	-1.18 -1 44
	05/08	5.635	107 4247	4 66	-0.01	-0 1Z	-0.56	-1,38
	11/23	6 125	112 6499	5.27	+0 01	-081	-0.23	-1,06
	07/00	4 000	100.5700	3.66	-0¢5	-0.07	-0 16	-0 82

		11/27	6.12	5 11264	99 5.2	+001	-081	-0.23	~1,06
		07:00 04:08	4 00 5.25				-0.07 +0.03	-0 16 -0.17	-0 82 -1,51
onden elbeise						_	or Interactiv		
high Local R	milet gar	CONT. Annu	albes	med bank.	Yields (Figure		chigo Again	iding tex i	R 125 pm
ing bakapji g	A COLUMN	ente.							
O YE	AR R	ENC	HIM.	ORK !	CDDEA	nc			
WIL	411		Stream			~		Storend	Street
		Bid	47 CEU 15				Blad	opress YS	ah ear
ap 24			llunca.				1540	Stands	T-Bendi
uetralie		5.16	+1.24	+0 50	New Zo	aland	5 (1)	+1.89	+1.15
nati <sub>j</sub> s		4.22	+0 30	-0.44	Norway		5 50	+1.58	+0.84
eiglum		4.29 5.09	+0.37 +1.17	-0.37 +0.43	Portuga	l	4,40	+0.48 +0.56	-0.26 -0.18
anada Jermark			+0.89	+0.43			4.89	+0.97	+0.23
iolocci			+0.46	-0.28	Switzer		2.99	0.93	-1.57
rance			+0.20				4.91	+0.99	+0.25
الجالة		3.92		-0.74 -0.31	US ECU		4.55 4.21	MJ,74 +0.29	-0,45
elend Bly			+0.43 +0.53	-0.21		nterpetive ()			-0,43
BOOK P			-2.98	-3.72	Landon o	inches Re	w York do		
COLOR DE LA COLOR			+0.20	-0.54	Anadio	d yield basi	\$		
MERG	ING	MAR	KE	T BO	NDS				
711111111							Day's	Milita	Sons
	-			S&P	Bid	Bid	chos	chae	YS
m 24	date	Count	n.	Rating	price	yield	yld	yld	US
		•	-	-		-		-	
	02/02		.000	888-	90.9327	10.21	-0 20	+1.68	45.75
niand	07/04		.125	BBB-	101.4635	680	+0.05	+0.30	+2.29
natig Tana	05/07		.000	CC-	25.0000	43.99	-214	+7.42	+39 37
							•••		
E LATER A								-	
Sample Barby	09:27		.750	88	83.2500	11.87	-0.07	-0.68	+6.67
ari.	05/27 05/26		.135 .500	88- 68	63.6919 99.0000	16.00 11.62	-0.1₹ +0.12	+0.62 -0.56	+10.86 +6.50
exico	V3V2D		-240	00	23TT/UV	11702	40.12	-U.36	+0.50
ASA									
ina Maria	07/06	7	,750	B88+	94,9170	8.67	-0.06	+0.19	+4 (19
riippines	10/15		750	8B+	74.5000	12,30	-0.18	+1.24	+7 44
मोकार	04/07	7	,750	68B—	74.5404	12,72	-0.20	+1.53	+8,10
M AFRICAN	MODIE S	157							
banon	07/00		125	B6-	102,1590	7.79	40.00	-0.23	+3.32
outh Africa	10/06		373	88÷	85.2836	11.24	+0.24	+1.60	-366
skey	99/07	_	000	B	82,0000	13,59	+0.23	+1.94	+8.97
•				-					
		_							
geriina.	03/23		750	<u>98</u>	69.1250	9.17	-0.04	-0.75	+4,13
ii2ii sidee	12/10		000 250	88- 88	62.5000 75.7500	13.15 8.79	+0.16 -0.05	-0.92 -0.36	+8.35 +1.85
veznega Boćst	03/20		250 750	DD B+	67.0000	10.70	-0.17	-0.55	+5.73
<del>-</del> -									
ndon citating. I underd & Poor		22				Source			Daniel Co.

BOND France	FUTU	res an	D OP	MOT	3		
IL NOTTO	UL FRENCH	BOND FITTIN	er (mate)	FF:500.00	0		_
	Open	Sett price	Change	High	Low	Eat. vol.	Open int.
Dec	110.30	110.03	+0.18	110.53	109,72	121,171	197,761
	TERM FRENC		_	P)			
DOMA Price	Oct			Dec	Get	- PUTS	Dec
103	7,00	3 7.00		7,03	-	-	-
104 105	6,03			LM) 5.09	:	-	0.03
108	4,00 L Capir 1,364 P	4.03	,	4.08	-	10.0	0.07
German B women	TY VAL GERMAN	NAS FUTUR		* DM250.9	90 1900ha of	190%	
	Open	Sett price	Change	High	ile:	Est. voi	Open int.
Dec	114.03	113,84		114.03	113.50	4	3245
AGC .		114 04	+1,75			g	Q
NOTTO	AL GERMAN	BUND PUTUR	es (DTB) (	M250,000	100ths of 1	00%	
	Open	Sett price	Crange	High	Low	Est, vol	Open int.
NC NC	113,93	113.74	+0.03	114,12	113.34	630,613	648,046
•	114.84	114,16	-0.07	114.04	113.98	667	11,855
DUND I	UTURES OF		DM250,000	points of	100%		
We		CAL		-		PUTS	
iće 360.	No. 0.94			Jen Jek	Nov G.E.G	Dec 1.08	.јил 1.94
100	0.70	0.96	1 1	.32	1,06	1.34	1.25
	0.51	0.77		NA CHI	1.37	1.65	1,58
	il. Cally 1) Pots						
MOTION	AL ATRIUM		_				
	Open 100 co	Sett price	Change	High	Law	Est. vol	Open int.
r	198.18	108.05 107.73	+0.08	198,31	107.89	172,176 70	255,407 2,677
ROTIGIA C	Open 111.20	OVT. BOND ( Self price 117 16 111.28	Change +0.09	##25 (LFF) Hägh 171,53	Lyw 111,05	100ths of 1 Est. vol	Open int. 86614
							_
	BOYT. BOND			MS (LIPPE)	Lina200m 10		
ike Cé	h	iov Call	Dec Dec		We	PUTS —	Dec
100		57	1.03		8.41		0.87
150 200	Ö.	34 18	0.59		D.00		7.13 1.43
vol. tota	L Code D Public	d. Province day	'i open ≔t.	. Cults 150	Purs 22115		
Min							
NOTTON	AL GRAPHIC	ROMO PUTUN	S MET				
	Open	Sett price	Charge	High	Litre	Est vol	Open Int.
5 F	114.98	114.90 114.30	+0.12	115,07	114,65	61,118	104,265
	-	11-124	_	_	_	_	_
ROTTON	AL 5 YEAR D	LY FITTINGS	res el	100,000 100	Die of 100%		
	Open	Sett price	Change	High	Low	Est. vol	Open int.
:		106.81 106.98	+0.15 +0.35			0	561 1694
	AL UK GELT A			00 100 <b>0</b> s	of 100%		1094
	Open	Sett price	Change	High	Low	Est. vol	Open lgt.
,	114.31	114.35	-0.06	114.32	114,31	746	4545
ć	114.61	114.67	-0.05	115.00	114,45	57285	149264
une e	LI FOTURE	COTTONE A IS	FF EIRN	100 10000	of 100%		
		CALL	_			PUTS	
10	Nav	Dec			Nov	Dec	Jan
50 00	0 99 0.74	1 42		71	0.88	1 37	1.30
00 50	0.58	1.19 0.99		45 23	1.13	1.58 1.88	1.55 1.82

Ecu									INTERNA	TIONAL	BON	DS				Lb!	•
ECU BOND FUT					_				Sep 24	Ringi	Coupan	5 & P Reting	Bid	Bid yio	cyda Cyda Dailys	App. 1 CUMO App. 1	Spread
Ope Dac –		price NEAC	Change +0.44	High —	Low	≣ <b>s</b> t. (		men int. O		(44)	- Indian	- 10-13-13	-	i.e	374	144	GATE!
US CORPO								•	138 Spain	(2/07 D1/07	5.750 5 750	XXX	110,2900	427	-015 +013	-0.18 -0.24	+0.23 +0.23
				- Beat		Day's	Mbh	Sprd	Preip Morrie	CC/D4	5.375		103,8000	4.57	-0.17	-0 26	- +0.71
ing 23	Red dete	Coupri		Dici price	Bid yield	. chga yid	chge yid	e Povts	Related FRM ME RUBBO FRR	09/02	3.531	AA.	100.6625	3.18	-0.00	-0.03	-0.50
a union		· ·			-				Apatrin	61/04	5.500	AAA	107,4400	3.91	-0.01	-0.19	+0 14
Pac Bell Ny Tel	07/02 08/03	7.25 7.00	A4- A+	106.1786 102.444	5.40 9.66	-0.09 80.0-	-0.80 -0.27	+0.94 +2.22	Abbey Nat Cred Fonder	02/04 02/04	6,000 9,125	AA A	109,2 <b>500</b> 122,9300	4 Q4 4.27	-0.08 -0.02	-0.09 55.0	+0.27 +0.50
CWE	05/05	8.00	B66	114,5463	5.88	-0.04	-0.35	+1.29	OCIF FRIN	12/01	3,617	<b>AA</b> -	29.9395	3.54	-0.05	-0.08	-0.12
DECC	05/07	8.75	444	122,3481	5.48	-0.05	-0.5T	+0.79	66	02/07	7,000	AAA	118 5500	4.31	-0.05	-0.29	-0.07
Benc One Media One	06/02	7.25 7.30	A+ BBS	105,2021 107,8992	5,43 0,10	-0.10	-0.46	+0.97	Abbey Net Watt Disney	02/02	6.800 8.625	AA A	108,4200	4.08	-0.05 +0.13	-0.19 +0.11	+0.10 +0.45
M LINKETTAKEN		1		107,0002	0.19	-0.04	-0.29 `	+1,43	EUS FRAN Mit Marko R	(D/(D	4.743	AAA	100,1079	3.68	-0,06	-0,23	-0.18
WHOX Tech	0499	6.25	BBB+	100.2307	5.78	-0.11	-0.25	+1.39	B8	12/07	7.625	AAA	113 4300	5.70	+0.01	-0 23	40.60
Wali Misri. Duyunt Hud	05/02 06/21	5.75 1.70	NA BB8+	105.6729 135.7689	5.01 6.62	-0.10 -0.02	-0.58 -0.06	+0.56 +1.46	Dreedder (ik British Gas	12/07 03/00	7 750 7 925	AA- A+	108.5974	6.46 6.74	+0.02	+0.04	+1.42
MERCES -		V., Y	٠.,.						Abbay Net (70)	02/02	7 900	M	100.1319	5.40	-0.03	-0.57	-
FILMC Slava	04/97 03/00	7.14 7.50	nua Nya	112,9185 103,4453	5.24 5.01	-0.03 -0.15	-0.41 -0.46	+0.57 +0,45	<b>B BNO \$</b>	04/07	7.250	AAA	113.2700	5.28	-0.07	-0.59	+0.56
FRIMA	02/18 06/06	8.95 8.05	N/A N/A	135,6727 121,2523	5.77 5.23	-0.01	-0.13 -0.40	+0.61	ABN Atom Ouebec	08/07	7.125	AA-	108,4783	6 25	-0.10	-0.29	+1.23
MAN AMED				123,2363	• :			+0.66	CRICUTO FROM	81/07 02/04	7.000 5.750	A+ A+	108.6587 100.7387	5.68 5.42	-0.10 -0.10	-0.25 +0.68	+1.06 +0.95
Stone Cont	02/01	9.58		94,1250	0.00	· · ·	_	٠.		40.004							
AK Sti Pacatja	12/01 05/04	U.11 10.75	98- B-	2000,2007 2000,79	0.00	Ξ	_	-	Bayer L-Bk Toronto	08/04 05/04	9,500 8,500	AAA AA+	118.143 <u>0</u> 114.0498	5.58 6.53	-0.06	-0.51 +0.45	+0.16 +0.11
MY closing. Standard &	Popr's raijo	gs Yelds	Distri-ency	d hapig.	Source	interestive	(MAY) (al	PERSON.	Bell Canada Dautecha B FRM	07/9 <i>9</i> 0 <del>0/</del> 02	10.625 1.871	A+	103 8500	5.57	-0.12 -0.06	-042 -031	+0.96
US INTERE	est n	ATE	S						SING YES								
	-	,,,,,		Pile					World Benk Spain	03/02 02/02	5.290 5.790	AAA	116.11 <b>63</b> 117.8883	0.56 0.55	-	-0.20 -0.18	-0.08 -0.04
Latest	_		nonth	reasury Bib	- Two	y##	31	4.50	Cred Foncier Hally FRM	08:02 07:09	4.790 0.727	A AA	114JM90 100.2215	1 02 0.96	Ξ	-0.20 -0.12	+0,43
Priese rate	- 2	Taree		- 4	i inde	Agg		4.51	Litrosin closing.					Same	Istornetive	Data/FT b	
Fed. funds at Intervention 512 One year 456 30-year 5.18																	
UK BOND	IS_											٧					
FTSE Actua	riee (	2out	Coour	rition													
Price Indices	11 (22)	JIM JIM	Day			laurund	xi ad	ı.	- Lean 1	Constan yield			oupon yiek			JK Inc	
UK Bilts		Sep 24	Chang	e % Sep	-	njerest	ytej			Sep 23 Yr.	2000 Sep	24 Se	23 Yr. 2			ep 23 '	#d (t. age
1 Up to 5 years (19) 2 5-15 years (19)		120.62 170.92	-0.		97	2.01	7.6 7.3			5.34 8.6 4.83 6.8			.39 6.5 .99 6.6			5.35	6.82
3 Over 15 years (4 4 Irredeemables (4	51 )	222.14 296.14	-0. -1.			2.87 3.43	8.2 9.6	23 y	rs 4.81	4,78 6,6	53 3.6		97 56			5.05 5 04	6.72 6.72
5 All stocks (46)		162.34	-0.	07 162		2.65	7.0										
Index-finited									Sep 24	### Sep 23 Yr	- - Ags		inflation iep 24 Sep		 7. ägg		
6 Up to 5 years (2) 7 Over 5 years (9)	1	220.29 238.20	-0.4			1.10	4.36 5.06	OP B	5 ym 280	2.77	3.45			2.05	2.72		
8 All stocks (11)		24.70	-0.1	B 235.5	2	1.33	4.01	PAG	5 yrs 2.50	247	3.38		2.30	2.27	3.28		
pomite ture interest	en lange g	in install	arm too	hai a <b>suaz</b> (0)	T 19974	n; Miller	t 8€-104	nyi. Hügüz	17% mod over. † Per	yout you rear s	a dela.						
FT Fixed Inter																	
				Sep 21 S		भी अपूर	Hight	LOW		Sep 24	Sep 23	Sep 22	Sep 27 S	ep 18	Yr ago	High	LOW*
Book. Secs. (UK)  © FISE international Lit Basis 100: Government :	11U./8 11998. AZ	117,0°	/ 111,58 ared. for	111,87 1 1958 Government	7 1.09 set Specuriti	99,71   Sest <del>oph</del> et	11.87 Ce Compile	93.31 6po 727	Fixed interest of 809/01/351, low 49.11	150.50 4 67/10/20	151.24	151.31	151.51 15	51.02 1	30.17		
UK GILTS			nd Piesed bale	nst 1628 SE J	ctivity incl		d 1974					21.0 دو۔	- Miles and I	>1.UZ (18	.VE 981, 10	er 50 33 jú	301751
ON MILIS	TO THE	JE 0								- 14							
Not		Yield Fled	Priest £ + or	52 steek ~ Hight Li	-		Actes	Y	latd Red Prica E + or ~	. 52 week .				Yield		. 4	2 tenak
Shorter (Lives up to Fig	re Years)				Tream	6 tupe 200	×	6,34	5.17 108& +U	10032 99 <sub>1</sub> 2	Index-Lini		otes (1)		HOPE +	or- Îdo	
Treas 1572pc 188 Exth 12pc 1998	_ 1192	g 91	100ml -	쇼 1058 10	姐 细	9 <sup>1</sup> 200 2000 10 <sup>1</sup> 200 200	5¥	773 809	5.31 1233 -1	12375 11449	212DC 795		(b) & 172 785 201	268	19433	-t- 195	
Trees Play Rate 1999			100点	193 <u>3</u> 19 196 <u>2</u> 10	i∦, Trees	12 <sup>1</sup> 200 20 8 <sup>1</sup> 200 200	5	9.47 7 12	528 132\\ +\\\ 522 119\\\	1300 1215 1325 1268 1205 1098	24,00,10	5 4	אלי. ומצה	2.99	500 ? 20/3 er	-1 200	13 188.A
Erch 124pc 1999 Treas 104pc 1993			102½ -	107월 10 1 105월 10	25, 7mms	9 tupe 200 7 1 <sub>20</sub> c 200	6	7.48 8.50			47.06		895\ 257	21.	129 <u>.)</u> 219 <u>32</u>		
Treas Opt 1999	_ 602 _ 6.83	644	995		线 TREES 均 TREES	74pc 200 Spc 2000-	6	6.65	520 11613 -3 553 10889 +1	116% 104% 117% 105% 108% 100%	21200 15 21200 11	)(  (	788) 254 746) 253	265 263	201 [] 272 []	1 203 1 215	1218 13 1991 14 1991 15 1804 14 1951 14 1951
				_	170mm	17 lapt 20 81 <sub>2</sub> 0¢ 200	03-7	9.51 6.89	554 1232 -1 516 1233 -1	123% 115% 124% 111% 117% 103%	2'200'10	(	89.29 2.50 8160 2.49	2.59 2.57	1784 1954	-1 180 -1 197	4 195 <u>0</u>
					Treas	74pc 200 134yoc 20	7	6.23 9.73	5.01 1163 -12 5.28138[3:0] -12	1174 1834	21/2K 24	4	97.7) 2.45	356 251	19216 1641 <sub>4</sub>	-11 195 -13 163	* 135 <u>1</u> 5 186 <u>2</u> 6 16013 6 134 <u>6</u> 5 131 <u>4</u>
Tripas 8 <sup>1</sup> 20c 2000	L 0%	g 171	unut .	상 1 <b>03</b> 명 10	ījiss	Spc 2008. Spc 2009.		5.89 6.41	500 130% -3	139½ 1338 1311 1170 1251 1093		Jfi		147			
COLM 200 5000		6.19 6.19	10000 +	스 103달 10 스 105스 10	'M	54pc 200		5.41	500 106H -3	107]} 392	Procoective	(62 <u>1</u> 1636)	תו הייה העלקי	Droincien			

Est. vol. Open Int. 499,007 711,177 7,889 68,484 350

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5.61 5.69 5.69 5.40 5.45 5.54 5.54 5.54 6.06

for the US economy. The the yen against the dollar.

one point if much of that terday, 1.7 cent up on

package. The suffering of ers said a UK clearing bank

banks could raise pressure was spending \$1bn on buy-

on the Federal Reserve to ing pounds yesterday. They cut US interest rates.

chairman, had hinted on demise: the fund is thought

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EXCHANGE CROSS RATES

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UK INTEREST RATES

LONDON MONEY RATES

UK clearing bank base lending rais 7% per cent from Jun 4, 1988

IN THREE MONTH STERLING FUTURES (LIFFE) 2500,000 points of 100%

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Ago traded on APT. All Open Interest figs. are for province day.

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with Long-Term Capital's

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19,91% 58.42 10,794 8,1951 1,1951 19,745 1,1952 290,745 1,1952 12,538 290,951 12,538 290,951 13,3078 2,3452

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Alan Greenspan, the Fed's

Wednesday that a rate cut

market is pricing it in to take place next Tuesday,

when the Fed's open market

But the ironically named

committee meets.

MARKETS REPORT

By Simon Kuper

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Dollar hit by hedge fund's collapse Long-Term Capital, which to have been short the was led by John Meriwether, pound, perhaps as a hedge a star of Michael Lewis' book for bets on gilts, and the UK Lian's Poker, is denting the bank may have been closing The demise of Long-Term dollar in another way too. that position.

Capital Management, the US Many of the fund's positions hedge fund, is hurting the are now being closed, and the dollar, even though dollar in all sorts of ways. traders said yesterday that almost every currency strat-Firstly, and most obvi- this process seemed to be egist in the world is bearish ously, it has increased fears boosting both starling and about Japan's economy and its attempts at banking fund's leveraged exposure is The pound surged to \$1.700 in afternoon US trading yesreforms. Late yesterday the yen hit Y134.85, Y1.55 above Wednesday's London close. money is lost, then many US Wednesday's London close Traders said this may have banks could be left out of and above its recent trading been a consequence of pocket, particularly since range, even though there they are to supply the bulk of the fund's \$3.75bn bail-out Long-Term Capital's emerging market assets being sold and the ven with which they had been bought repaid. Michael Wallace, senior currency economist at S&P's MMS in London, said this process could continue for some time. "It's pretty frightening stuff," he said.

There was talk that Euro-pean central banks had been buying the dollar in order to stabilise it. Yet the currency D-Mark to DM1.673 in late

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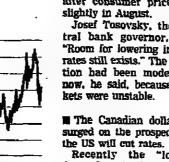
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The yen also rose against 125 . 120 .

> Even the D-Mark/Swiss franc rate was affected by Long Term Capital's demise. The Swissie slipped as United Bank of Switzerland said it would report a large third-quarter loss partly as a result of the affair.

dropped 1.4 pfg against the its two-week repo rate by 50 basis points to 13.50 per cent.



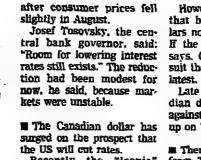
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The Czech Republic cut



surged on the prospect that Recently the "loonie" dropped to its lowest level since its creation on 1858, chiefly because Canadian rates were below US levels. That forced the Bank of Canada to raise rates sharply, despite the fact that Cana-

**OTHER CURRENCIES** 

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However, Mr Wallace says that buying Canadian dol-Josef Tosovsky, the cen- lars now may be a mistake. tral bank governor, said: If the US were to cut, he Room for lowering interest says, Canada would follow rates still exists." The reduc- suit the next morning at the Late yesterday the Cana-

dian dollar was at C\$1.513 against the dollar, 1.2 cents up on Wednesday.

There was a rare sound from Tokyo yesterday: the voice of a Japanese official saying he was happy with the yen's exchange rate. The breed almost invariably expresses discontent with the currency's perceived weakness.

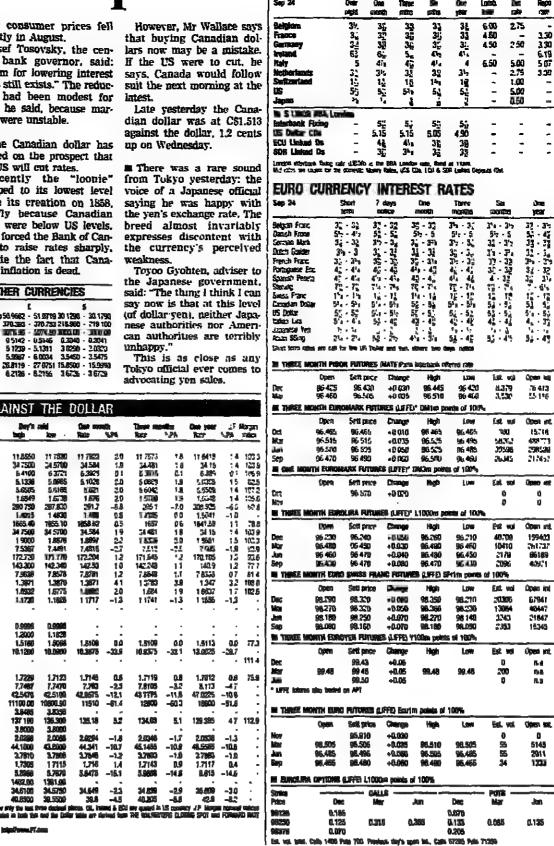
Toyoo Gyohten, adviser to the Japanese government. said: "The thing I think I can say now is that at this level (of dollar yen), neither Japanese authorities nor American authorities are terribly

unhappy." This is as close as any Tokyo official ever comes to advocating yen sales.

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### De Beers Consolidated Mines Limited Centenary Depositary AG 5.465 21.55 497.8 411.8 22.77 4.018 1.708 4.361 2.867 391.9 2.467 1,518 0,509 1,272 0,052 0,451 1,145 0,495 0,599 1,083 0,814 1,446 0,599 0,814 1,446 0,814 0,814 (Incorporated in the Repu (Registration No. 11/00007/06) ("the Depositary") MOTICE TO HOLDERS OF LINKED DEFERRED SKARE WARRANTS TO HOTICE TO HOLDERS OF BEARIN CENTENARY DEPOSITARY RECEIPTS - PHYPERIT OF COUPON NO. 17 2. Date of payment: On or after 21 October 1998 3. Amount: 56 cents per share (South African currency) 4. UK Income tax (where applicable): 20% or 19.2 cents per share 5. UK currency equivalents (on 14 September 1998): . Date of payment: On or after 21 October 1998 Amount: 11.5 US cants per depositary receipt Ourrency equivalents (on 14 September 1998): 9.20342p per shere 1.84065p per shere Amount per depositary receipt — attributable to Centerary Holdings Net 7.36274p per share lees UK income tax (where applicable) 5. Payable at: Net to UK Centerary depository receipt holder URB AG Crédit Suisse First Bosson Open int. Dupt PSOV71 Decompanies 771 CH-8070 Zurich . Payable at: UBS AG (formerly Swigs Bank Corporation) WS-Coupons LIEBI ALI Bahnhoistrasse 45 CH-8098 Zurigh (formerly Union Bank of Switzerland) OE82 Bahnhoistrasse 45 CH-8098 Zurioh (formerly Union Benk of Switzerland) OES2 Belinthotetrase 45 Banque internationale a Luxembourg SA Immeuble L'independance 69 Route d'Esch L-1953 Luxembourg-Ville Generale de Banqui Montagne du Pard 3 B-1000 Brussels Generals de Banque Montagne du Parc 3 Computerations Services PLC 1st Floor, 5-10 Great Tower Street Computerateure Services PLC 1nt Floor, 5-10 Grant Tower Sures London ECSR 55R Notat: (Coupons paid by any of the continental paying agents under 8 above will be psyable in South African currency to an authorised dealer in exchange in the Republic of South Africa nominated by the continental paying agent. Instructions regarding disposal of the payment proceeds can be given only to such authorised dealer by the psying agent concerned. (I) Coupons paid by Computersitare Services PLC in London will, unless payment in South African currency is requested, be in the starting equivalent shown in 5 shove in respect of coupons lodged up to 14 October 1998 and theresitar at the rate of exchange on the day the proceeds are profitter. Coupons presented to any of the Swise paying agents referred to under 5 above will be paid in US dollars. Coupons presented to the other paying agents will, unless payment is requested in US dollars (in which case such other paying agents must comply with any applicable exchange control regulations), be paid in Pounds steffing. Coupons lodged for payment up to the 14 October 1998 will be in the Stating equivalent shown in 4 above and thereafter at the rate of exchange on the day the proceeds are ramided. Office of Landon Agents 19 Charachouse Street London Office: 19 Charterhouse S London EC1N 6OF Landon EC1N SQP THE FIRST MEXICO INCOME FUND N.V. Incorporated in the Netherlands Antilles (Incorporated with limited liability in England) NOTICE OF DIVIDEND Shareholders are informed of a dividend of US\$0.40 per share of Common Stock to holders of record as of September 30, 1998. The ex-divident date was September 25, 1998. The dividend will be paid comprises the Initial Tranche

on October 15, 1998. Payment of the dividend on the beaver shares will be made against surrender of coupon No. 33 detacted from the share certificates which for this purpose shall be lodged at:

MEESPIERSON N.V. Rokin 55 1012 KK Amsterdam The Netherlands

Which acts as Paying Agent on behalf of the undersigned.

September 25, 1998

MEESPIERSON TRUST (CURAÇÃO) N.V.

### Standard & Chartered

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Banque Internationale a. Lummourg SA Immeuble L'Independance

89 Route d'Each L-2953 Luxembourg-Ville

Standard Chartered PLC

£300.000.000

**Undated Primary Capital Floating Rate Notes** of which £150,000,000

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the three months period (91 days) from 24th September 1998 to 24th December 1998 the Notes will carry an Interest Rate of 75/s% per cent per annum.

The interest payment date will be 24th December 1998. Coupon No. 54 will therefore be payable on 24th December 1998 at £950.51 per coupon from Notes of £50,000 nominal and £95.05 per coupon from Notes of £5,000 nominal.



J. Henry Schroder & Co. Limited Agent Bank

High-yielding versions of the subsistence root crop could provide Ghana with a valuable export commodity, writes John Madeley

Oseisarfo last year planted ground for up to a year. half an acre of a new variety of the root crop cassava. He described his first yield as "overwhelming" - three times higher than from any cassava he had grown cattle feed, cassava can be before. Mr Oseisarfo now plans to turn over nearly half his farm to cassava. Some of the crop he intends to sell to make gari, a popular local food, and some he plans to export.
Formerly Africa's largest

cocoa producer. Ghana is on the brink of a cassava boom. with the export market giving farmers an additional outlet and income.

"No one in Ghana ever thought, until recently, that you could export cassava," says Dr Kwabena Adjei, Ghana's minister of food and agriculture.

Traditionally thought of as a food of the poor, cassava has been an important stable for Ghanzians since the Portuguese brought it to Africa from Brazil in the 16th century. The crop can grow in poor soil and survive drought conditions when other crops fail; it contributes 22 per cent of Ghana's agricultural gross domestic

n his agro-forestry farm product. Cassava tubers. ies yield about nine tonnes a southern Ghana. Nana toes, can be stored in the

The tubers are peeled and then grated or chipped; they are exported usually in the form of chips or pellets. While the peliets are used as refined into a couscous which, like gari, is in demand in Europe, especially among African com-

The crop can grow in poor soil and survive

droughts when other crops fail

Cassava also has a number of industrial applications starch, for example, is being produced from the crop for use in specialised markets.

The breakthrough into export markets has been made possible by high-yielding varieties of the crop, developed at the international Institute of Tropical Agriculture in Nigeria.

near Kumasi in which look like large pota- hectare, the improved strains can give farmers 27-33 tonnes a hectare. They have turned cassava into a highly profitable crop, especially as fertilisers and pesticides are not needed. The improved varieties are also more resistant to a disease called cassava mosaic virus, which farmers have long fought; it is hardly surpris-

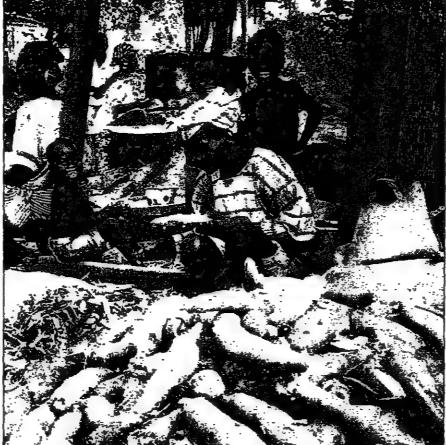
ing that they are in big

demand.

"Cassava is probably the most under-rated crop in the tropics," says Cheikh Sourang of the Rome-based International Fund for Agricultural Development, the United Nations agency that helps small farmers. "It is not only a food crop, but also a commercial crop with numerous industrial applications; hence its potential to generate income for the

root and tuber improvement programme, which is helping to speed up the distribution of the new varieties. It is hoped that 750,000 of the country's 2m farmers will have access to the improved planting material within the next five years.

Ghana has grown from 2.7m tiative. Transport and Com-



Ifad is funding Ghana's tonnes in 1987 to 7.1m tonnes in 1996, according to Adjel Adjekum, the programme's co-ordinator. He believes the new varieties will mean that substantially more cassava can be produced on the same area of land.

Cassava was first exported from Ghana in 1994, with the Output of cassava in private sector taking the ini-

modity General, an Accrabased company, is responsible for most of the exports. which are earning the country \$189,000 a year.

varieties will mean there is more cassava for both domestic needs and the export market, says Dr

Food and Agriculture Organisation of the UN and Canada's International Development Research Centre to This figure is set for a big finalise a global market increase. The high-yielding study of cassava. Intriguingly it is the poorest farm-

ers who grow most of the stand to gain from its devel-

in the first half of the year.

than of late, the November

contract ending \$39 higher at

\$1,630. The International Cof-

fee Organisation meets again

Coffee made bigger gains

# Liffe to decide on electronic trading soon

The London International Financial Futures and Options Exchange will decide by the end of the year whether to switch to electronic trading for commodity futures products.

This follows Liffe's announcement on Wednesday that it is bringing forward the launch of Liffe Connect, its computer-based platform, for its financial contracts from June to April next year.

"Electronic trading for commodities futures is under review. There are no firm plans yet but a decision will be made by the end of the year," Liffe said yester-

Formal consultations had not yet begun with members

and traders, it added. Cocoa and robusta coffee are Liffe's two main commodity futures contracts, though the exchange also has contracts for white sugar, wheat, barley, potatoes and Biffex, the Baltic Freight index which tracks ocean freight rates for dry cargo.

All business is carried out on the trading floor except white sugar, which is already traded electronically using the FAST (fast automated screen trading) system, and was transferred to screens in 1986 in an effort to allow wider participation in the market.

However, many commoditles traders are concerned systems might be acceptable for financial products, they will prove unsuitable for

"Cocoa and agri-futures in general have a lot of forward trading, with a very active switch market," one cocoa trader said yesterday, "Trading in that way would be much harder on screen.

"The edge is to spot some-

**JOTTER PAD** 

thing before someone else does. With screens, everybody sees the same thing at the same time."

Traders are also con that locals - who operate for their own accounts thus raising trading liquidity - will not use the London market once it is screen-based.

And they say the loss of human contact could damage the nature of the futures trading market.

"When people talk about market sentiment they are talking about a general feel among traders on a floor, That won't exist under electronic trading," one trader

exchanges Futures throughout the world are under increasing pressure to move to electronic dealing, which is cheaper to maintain than a trading floor. In April, Matif of France, Europe's fourth largest exchange, moved to electronic trading and closed its dealing floor just seven weeks later.

Eurex, the European futures exchange created by the merger of Deutsche Terminborse (DTB) of Germany and Soffex of Switzerland. is also based on electronic deal-

Both the Chicago Board of Trade and the Chicago Mercantile Exchange, the biggest US futures exchanges, are engaged in screen-based trading projects.

Also, a new electronic exchange set up by Cantor Fitzgerald, the broker, and the New York Board of Trade, was launched last month

Until relatively recently. Liffe had emphasised it was committed to pit-based trading for all contracts, including financial products such as equities and bonds. However, the success of screenbased competitors such as DTB has forced it to embrace electronic trading

# Gold jumps after Greenspan's hint on rates

GRAINS AND OIL SEEDS

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PULP AND PAPER

# PULPER OMLX (USS, 24 air day annual

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MARKETS REPORT

By Paul Solman

Gold prices jumped yesterday in the wake of comments by Alan Greenspan, chairman of the US Federal Reserve, about US hinted on Wednesday that a US move would enable rate

COMMODITIES PRICES

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5335-400

1649-50 1646-47 1660/1640 1661-52

BASE METALS

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N'iL 11257 1255

cuts in other economies. "fixed" at \$292.70 an ounce in the afternoon in London. \$2.10 higher than the morning fix and \$3.80 above Wednesday afternoon's fix. Later in Europe, gold was quoted at \$293.80, \$4 up on

The precious metal was compared with Wednesday's close of \$14.52.

Precious Metals continued

BOLD COMEX (100 Tray 02; S/tray 02.1

World oil markets were

late trading on London's International Petroleum Exchange, the benchmark November contract for Brent group, said a four-day strike blend was \$14.61 a barrel

Base metals were mixed on the London Metal Exchange, with three-month

at \$4,135 a tonne.

In base metals news, Outokumpu, the Finnish metals at one of its smelters would cut nickel output by more than 400 tonnes and copper production by 2,000 tonnes. Meanwhile, aluminium shipments from the US fell 0.8

**SOFTS** 

m coffee liffe & longer, \$70000)

more subdued after rising copper ending up \$3 at \$1,660 per cent in July to 1.8bn country, one of the world's about \$1 in the past week. In a tonne and nickel down \$22 pounds, the Aluminium larger producers, said the crop had been hit by drought Association reported.

On the London International Pinancial Putures and Options Exchange, cocoa fell in thin volumes, closing £5 lower at £1,018 a tonne. Malaysia yesterday estimated its cocoa production this year at today in an attempt to reach 90,000-100,000 tonnes against a deal on the international 106,000 tonnes last year. The

MEAT AND LIVESTOCK

HE LINE CATTLE CINE (40,000)bit, conte/bit)

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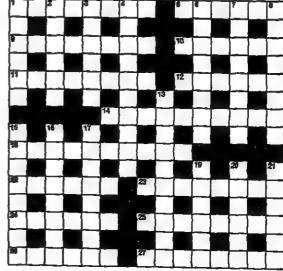
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**CROSSWORD** 

No.9.796 Set by ORENSE



5 A figure revered in father's

gence? (5,5)

employment (4-6)
22 Lines work back, with 23 Going to get rather attractive (8) 24 Salesman's poor deal in public relations (6)
25 Defence reply with certain

26 About to consider buy-back 27 Got annoyed after a close shave? Hardly (8)

1 Tailless primate managed to communicate (6)

2 A good mixer showing no



7 Away on holiday? That's

8 Saw when first testing (8) 13 Down with alcohol (4,6)
15 Clever treatise gives peats government reject (6) a lot of stick (8)

12 Hold, and by end of day he 16 Broke the rules, but not on level (6) final edition (8)

14 Sign of diminishing intelli17 Lack brief on a case of

genocide (8) 18 Gone! Given no right of 19 Fights fools squeezing credit (6) 20 Ceremony where titular

head is deposed and replaced (6) 21 Accepted hunger after mid-Solution 9,795

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4630 +0.57 46.30 45.10 16.191 20.355 46.30 +0.57 48.40 45.30 9,363 30.345 46.65 +0.60 46.70 45.22 2,334 9,082 47.50 +0.22 47.15 46.60 776 4,680 47.65 +0.15 47.90 47.40 363 3.427 48.30 -48.40 48.30 1.484 2.735 22.888 9,886

The Newcastle sale rested demand for fine Australian wools. Fine menno categories in New Zealand were lower. But keen compa-tion saw British wool prices advance for the third successive sale. Australie's main carer gamed 13 cants to 421 NZ cents at kg, with the strong indicates 17 cents higher but the fine indicator 15 cents lower. The South African market closed about 4

Open Interest and Volume data shown for contracts traded on COMEX, NYMEX, CBT, NYME, CME, CSCE and PE Grade On are one day in arrests Volume & INDICES **Acuj**ers (Base: 18/9/31 = 100)

**WILLIAME DATA** 

# 65C1 Spot plank, 1970 = 1001

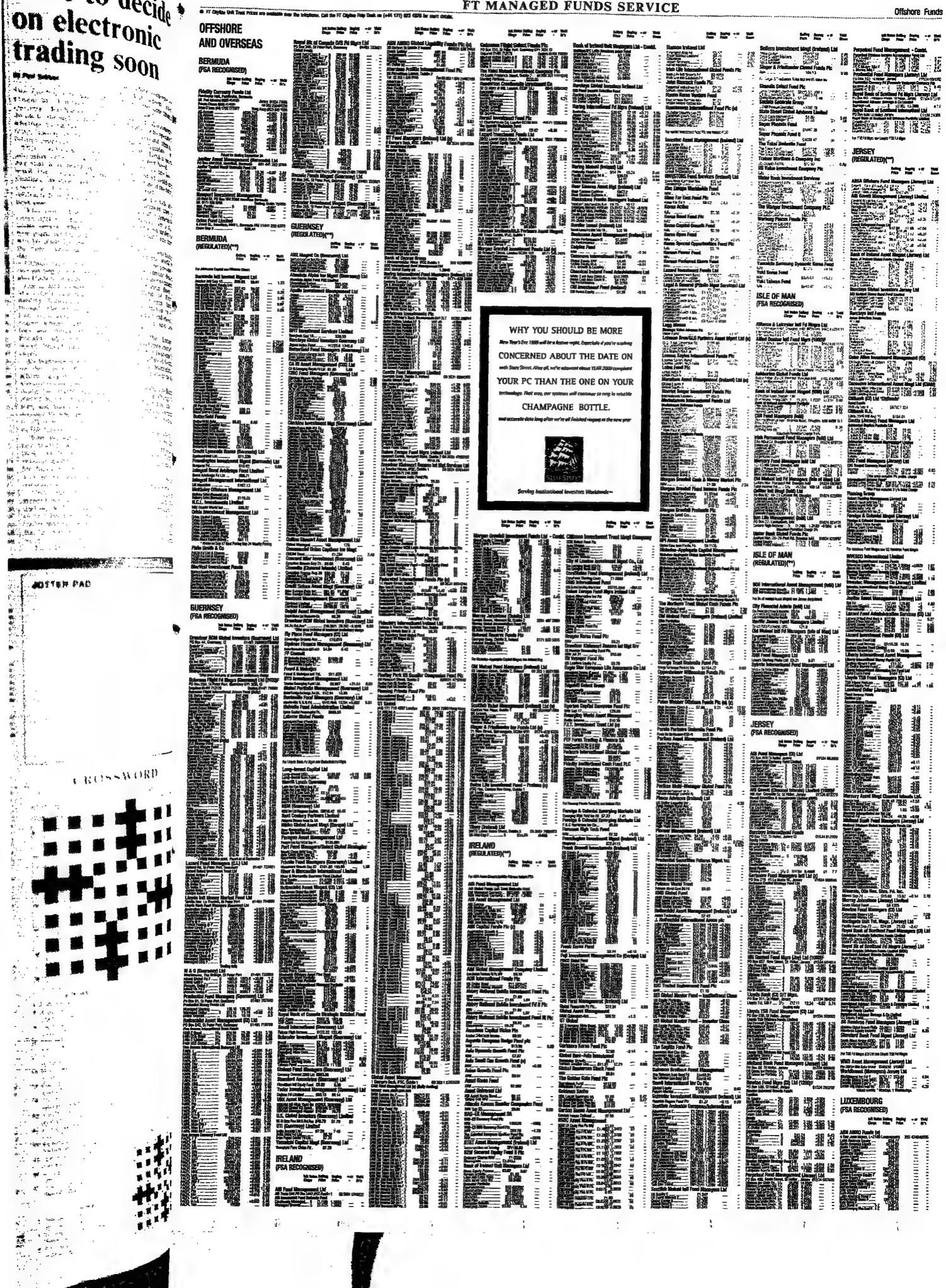
FINANCIAL TIMES FRIDAY SEPTEMBER 25 1998 \*

Liffe to decide \*
on electronic
trading soon

· 14 %

MUSTER PAD

FT MANAGED FUNDS SERVICE

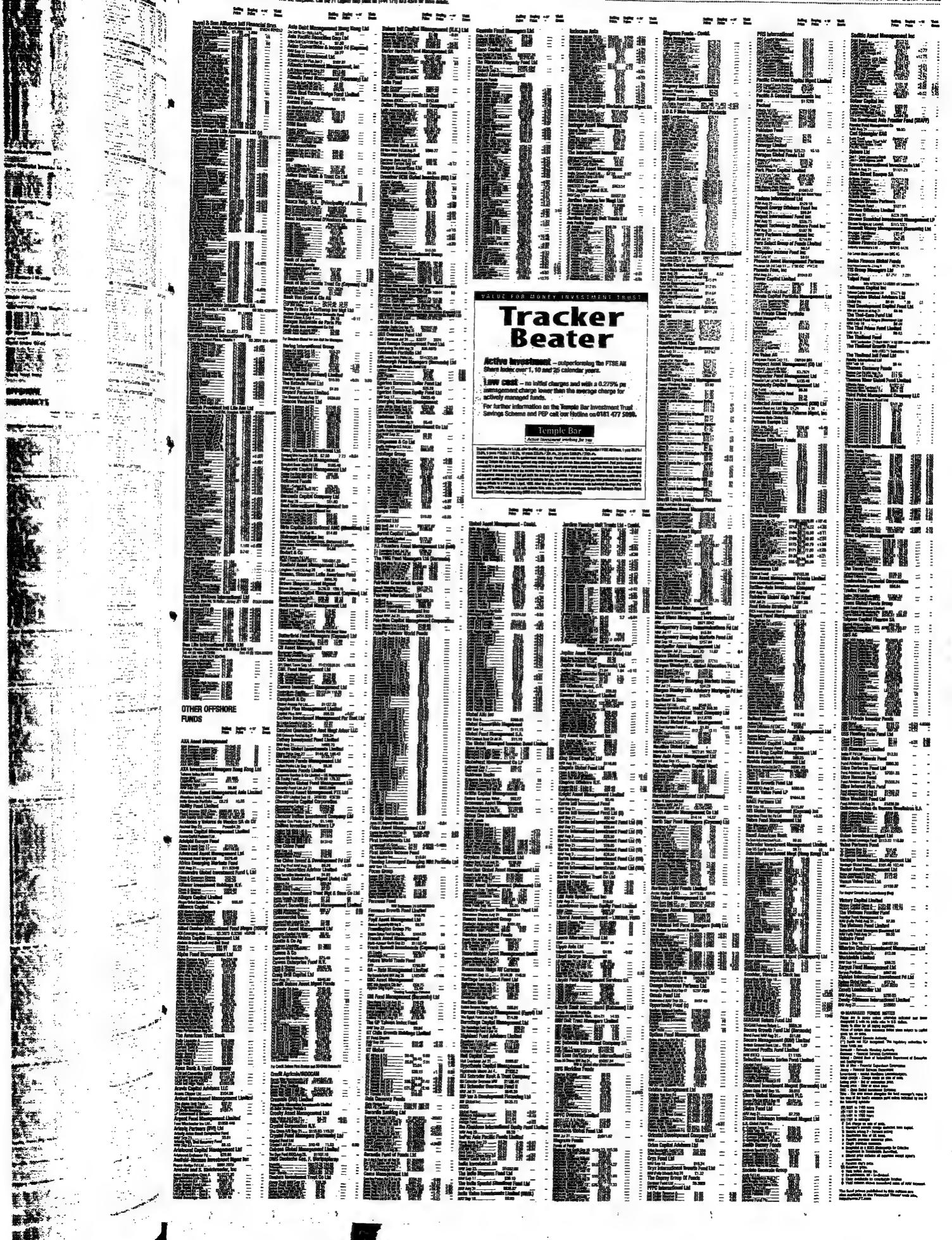


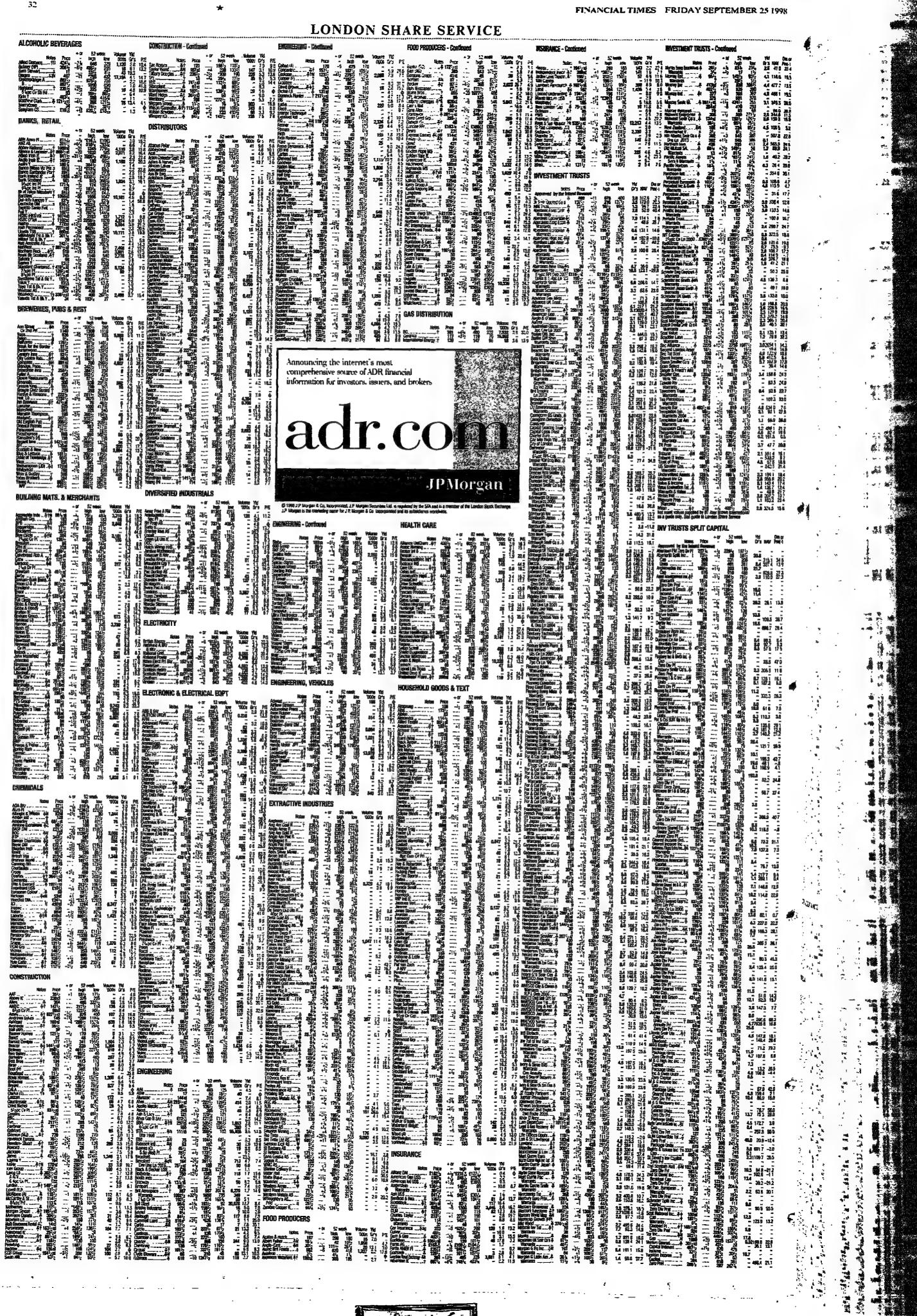
FINANCIAL TIMES FRIDAY SEPTEMBER 25 1998

Offshore Funds and Insurances FT MANAGED FUNDS SERVICE

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33

# Global pressures reverse Footsie's early gains

MARKET REPORT

At first it looked like Alan Greenspan had pulled it off

Comments on inflation by the chairman of the US Federal Reserve led to a rise of more than 3 per cent in the Dow Jones Industrial Averconsequential jump of more than 100 points in the Footsie first thing yesterday.

showing the worst UK man-

and a half years and the edged ahead 0.2 to 2,032.8. need to be bailed out?" ranged from the bank makannouncement of big losses for one of Switzerland's most established banks proved too

The FTSE 100 index turned around and slid back the tune of \$3.5bn. throughout the morning and afternoon to close 47.1 lower at 5,167.6 after a two-day rise of 224.4 points.

Evidence that the pressure than UK-generated came from the more domestically-However, severe concerns mid-cap and small indices The FTSE 250 rose 16.1 to

The first blow to the London market was the revela-

but as a taste of things to come it was seen by one strategist as "a harbinger of the market and taken more age late on Wednesday and a was more macro-economic systemic risk that is now as a disincentive for optibecoming very scary".

And Richard Coleman, based indices. Both the financial analyst at Merrill lunchtime by news that Lynch said: "There are UBS, the Swiss bank, was to about a US bedge fund, data ended higher on the day, several thousand hedge make an announcement funds in the world, shortly before the close of ufacturing output for five 4.580.3 and the Smallcap How many more of them UK trading. Speculation pick up stock and one head

Shortly afterwards, the ing a bid for a rival such as Confederation of British tion that Long-Term Capital Industry presented data that Management, the US bedge pointed to slowing domestic linked to the US bedge fund fund, was being bailed out to demand and export orders at their lowest level since 1983. On its own, the rescue The combined figure was, operation was not significant said the CBI, the most negative since February 1993.

> mism than a reason to sell. But they were followed at

Rest and warst performing FTSE sectors

investment banks already worried about their own The data were largely in trading picture, of wideranging losses. "For anyone working in this industry," said Richard

problems.

Kersley of CSFB, "one finds it a sobering experience." The general picture was not encouraging UK funds to

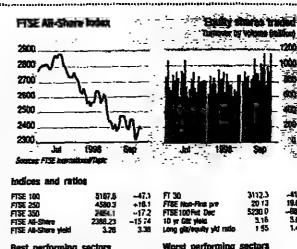
JP Morgan or Morgan Stan-

ley to news of big losses

the big institutions had decided to write off the current quarter and sit on their hands until the final quarter opens in a week's time.

In the event, UBS came Nevertheless, there were out with a warning, which buyers around - particularly sent a shudder through the profit-taking, and two-way business saw volume jump to 1.15bn shares by 6pm, the top of the near term range. Turnover was boosted by some big taxheavy switching in Tesco and Asda. Between them the three stocks accounted for

more than 115m shares.



AR-STORE WELD	3.28	3.38	roud delicadents an uses
performing : ned thems Epicration & Pro			Worst performing sect
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# Diageo under pressure

**COMPANIES REPORT** 

By Joel Kibazo and Martin Brice Food and spirits giant Diageo lost an early bounce as figures in line with expectations were followed by a cautious outlook.

In the 12 month period to the end of June, the company reported profits of £1.85bn against £1.98bn.

Although the numbers were a relief, an analysts' meeting with the company did little to alley concerns over the company's operations in Latin America and Asia. There was also concern about the performance of the company's Pillsbury foods unit, which was expected to have a tough year because of pressure on its lower value-added products.

The shares, which peaked at 535p, fell to 488p before steadving to close 21 off at 4970, after trade of 17m.

John Wakely, a long-term bear of the stock remained unimpressed with the company's performance. He said: "I am pleased the market has been able to see through Diageo. The fact that in fiscal 1998 there appeared to be limited impact from emerging markets will make this year even more difficult."

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ICE 120) 1231 129) Diageo spread to Allied of Intersolv of the US. That Domecq leaving the shares 24; off at 424 p.

The ending of arbitrage sentation to 30 institutions son to power the shares to one of the best performances shares of 592p. in the market.

under intense pressure stocks. because proprietary trading desks, particularly in New arbitrage opportunity offered

O FTSE Interroduces United 1995. All rights reserved. For 1906

STOCK MARKET TRADING DATA

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FT 30 INDEX

Total along tracked (milit

takeover was completed yesterday.

A presentation to institupressure on Micro Focus tions by Kleinwort's MidCap combined with a bullish previces analysts was accompaat Dresdner Kleinwort Ben- nied by a strong "buy" note that set a price target on the News that US hedge fund

The shares gained almost Long-Term Capital Manage-17 per cent, or 43% to 300p as ment was being bailed out at some 2.5m were traded. In a cost of \$3.5bn cast a recent months they had been shadow over UK financial Market specialists initially

attributed the slide in invest-York, took advantage of the ment trust manager Perpetual to the events surroundin the terms of the takeover ing Long Term. However,

Sep 24 Sep 23 Sep 22 Sep 21 Sep 18 Yr ago "High

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3112.3 3153.8 3096.4 3036.2 3102.10 3276.5 3884.0 3110.3 3.40 3.36 3.42 3.49 3.43 3.45 4.22 2.72 18.78 19.96 19.98 19.22 18.57 21.31 28.41 15.60 19.57 19.88 19.90 18.14 19.40 21.02 28.19 15.71

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one banking analyst said later that the retreat was prompted by a downgrade from Cazenove. The shares lost 485 or 15.41 per cent to \$26.621/2, the worst performer in the FTSE 250.

M&G Group was also out of favour, the shares declining 135 to £11.97%.

### Barciays drops

Among retail banks. Barclays reversed early gains nais, said: "We believe prices after it confirmed it was part of a consortium of banks and investment firms that have agreed in principle to provide new financing to Long-Term Capital.

However, Barclays was said to have indicated it did not expect a negative impact on its own profit and loss account as a result of the

the cycle of petrol prices chairman of Save Group, to company's shares yesterday. The stock, which has come under severe pressure as competition on pump prices

options at 72p a share, said the UK petrol retailing market was "set to produce an increasingly realistic return

years ago when the Price

Watch promotion by Esso

Mr Frost, who made the

purchase by exercising

for the continuing operator" as Price Watch entered its final stages. Ian Jermin, analyst at house broker Credit Lyonwill get back to pre-Price Watch levels in the medium

term, and Save is likely to be a beneficiary of consolidation in the industry." General demand for resource stocks made Billiton the best performing stock in the Footsie. The shares closed 8 up at 132p. Rio Tinto was also boosted by the same sentiment, the

The prospect of a turn on shares gaining 25% to 691p. Among food retailers. prompted James Frost, the Asda declined 7% to 167p. after Credit Lyonnais Secuspend £2.85m on 4m of the rities cut its profit forecasts and downgraded its recommendation on the stock to "sell" from "hold".

The broker's profits forehas increased, gained 3 to cast for the year to the end \$410m from \$480m and the following year's figure £470m. Turnover was 28m.

> trade with volume of 24m. the west coast of Ireland. The shares eased 41% to

The extraordinarily high ing 2 to 172p, in solid trade volume of 65m shares traded of 16m.

FTSE Actuaries Share Indicus

in BTR was accounted for largely by its buy-back programme as well as a big taxrelated trade. Yesterday Cazenove bought 17.4m shares at about 111%p and a print of 25.1m went through the system first thing at 101.93p a share. The shares ended slightly lower at 111n.

LucasVarity started to see the benefits of its decision to move its domicile to the US as some 13m shares were traded amid a series of meetings with US institutional investors. Capital, the US investment group, said it had increased its stake in the engineering company from 4.3 per cent to 8.1 per cent. LucasVarity closed down 2 at 198p.

Engineering group FKI gained 51/4 to 1161/4p ahead of a visit by institutional investors and analysts to the company's operations in Wales.

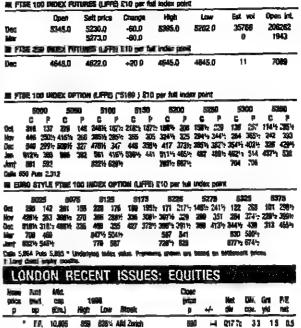
### Enterprise rewarded

Renewed bid speculation combined with positive discovery news to drive Enterprise Oil 24% ahead to

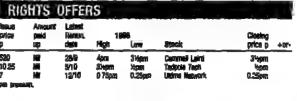
Many analysts had expected attention to shift away from Enterprise after it fell out of the FTSE 100 this week. However, there are those who believe consolidation in the oil sector will continue and the UK oil and gas explorer is the most likely takeover target in Europe.

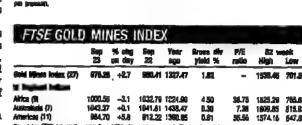
Schroders was reported to have initiated coverage of 520 the stock with a favourable recommendation

Enterprise, along with its Norwegian co-venturers reduced to £430m from Saga Petroleum and Statoll, announced the successful Credit Lyonnais remains a appraisal of a gas discovery buyer of Tesco, also a busy 70km from Achill Island off Rival Lasmo was also in demand, the shares harden-

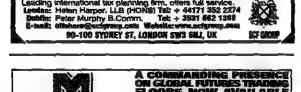


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ĕ	FP.	127	18		MATTER Edits Pito Co		+15	200.00	_		
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3.0	11.90	24.8	1834		Do Zimo Die Pri	190%		01-49	_		
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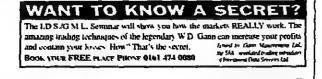












Linnco

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TRADE FUTURES

ON THE INTERNET

FOR FREE DEMO CALL









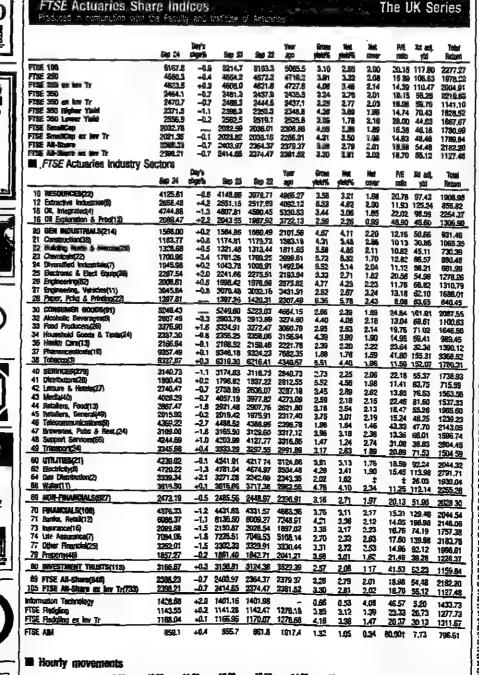












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FISS AM-SERVE AS MAY TO		2396.2		2414.65		2361.52	3.30	LE	2.02	18.70		
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		8ep 24	Day's cigets	Sec 25	Sep 22	Year ago	GPOME yearly	Het yleithi	COMP.	P/E radio	74 M,	Total
10 RESOURCES(22)	_	4125.6		4148.66			_	-			ytti	Retorn
12 Extractive Industries(S)		2658.48		2551.15	3978.71 2517.69	4965.27 4092.12	3.58 5.23	3.21 4.82	1.58	20.78 11.93		1908.95 855.82
15 OE, Integrated(4)		4744.88		4807,81	4590.45	5330.53	3.44	3.06	1.65	22.02		2254 37
16 Oil Exploration & Proof		2089.47		2043 55	1987.92	3722.13	2.59	2.26	0.99	48,90	45.60	1306.90
20 GEN INDRUSTRUALS(214 21 Construction(38)	g .	1568.00 1183.77		1584,85	1560,49	2101.56	4.67	4.11	2.20	1216		931.46
2 Dukang Rum & Sena	- (CE)	7328.68		1174,81	1179,32 1373,44	1383.1% 1871.65	4.31 5.50	3.45 4.85	2.86 2.11	10 13 10.62		1065.35
23 Chemicals(22)		1700.96	-3.4	1761.26	1769.25	2699.61	5.72	5.32	1.70	12.82		730.39 880.48
24 Obversified Industrials(7)		1945.98		1043.78	1003.91	1492.04	5.52	5.14	2.04	11.12	56.21	661,99
25 Bectronis & Elect Equit 26 Engineering(62)	pi/anj	2287.54 2008.61		2241.66 1998.42	2275,51 1976,59	2193.94	3.33 4.77	2.71 4.23	1.82	20.56		1278.26
27 Engineering, Vehicles(11	1)	3845.64	-0.8	3079.48	3032.16	3431.91	2.92	2.67	2.23 3.24	13.18	66.62	1310,79 1688.01
28 Paper, Polog & Printing		1397.81	_	1397.26	1420.31	2307.49	6.36	5.78	2.43	8.08	63.65	640.45
30 CONSUMER GOODS(91)	)	5249.43		5249.60	5223.03	4664.15	2.66	239	1.89	24.84	101.91	2087.55
32 Alcoholic Beverages(5) 33 Food Producers(25)		2807 49 3376.90		2903.78 3324.91	2913.89 3272.47	3274.60	4.40	4.08	218	73.04	69.61	1100.63
34 Household Goods & Tip	da(24)	2337.30		2355.25	32/2A/ 2358.06	3060.78 3156.94	2.95 4.39	2.53 3.90	2.14 1.90	19.75 14.98	71.02 59.41	1645.50 989.45
36 Heelith Care(13)		2166.84		2168.52	2159.46	2221.78	2.39	2.20	2.22	23.64	32.36	1390.12
37 Pharmaceuticels(19) 38 Tobacco(3)		9357.49 6337.07		9346.18	9324.23	7682.35	1.88	1.76	1.59	41,80	155.31	3358.52
40 SERVICES(279)	_	3140.73	+0.3	6319.30	6216.41	4348.57	5.51	4.40	1.96		152,07	1780.31
41 Distributors(28)		3740.73 1800.43		3174.83 1796.82	3116.73 1837.22	2840,73 2812,55	2.73 5.52	2.25 4.56	2.06	22.18	55.37	1738.93
42 Letoure & Honologue)		2740.A7	-0.7	2758.89	2636.07	3287.18	3.45	2.89	7.98 2.62	11.41 13.85	63,75	715.59
43 Media(40)		4028.29		4057.19	3977,82	4273.09	2.59	2.18	2.15	22.46	76.53 81.60	1563.58 1537,33
44 Retailers, Food(13) 45 Retailers, General(49)		2867.47 2015.92	~1.8 ~0.2	2921.48 2019.42	2907.76	2621,80	3.18	2.54	2.13	18.4?	55.26	1965.60
46 Telecommunications(9)		4359.22		4488.52	1975.91 4388.95	2317,40 2396,78	3,75 1,98	3,01 1.54	2.19	15.24	48.25	1239.23
47 Breweries, Pubs & Rest	(24)	3109.00	-1.8	3165.50	3129.60	3317,12	3.96	3.18	2.36	43.33 13.36	47.70 66.01	2143.05 1596.74
48 Support Services(65)		4244.69		4203.99	4127.77	3316.85	1.47	1.24	2.74	31.08	36.83	2804,45
49 Transport(34)		2345,68	+0.4	3333.29	3297.55	2991,89	3.17	2.63	1.89	20.89	71.53	1504 59
60 liftumes(21) 62 Electricity(8)		4239.52 4720.22	-1.3	4241.91 4781.04	4217 74 4674.97	3124,86	3,81	3.13	1.76		92.24	2044.32
64 Gas Distribution(2)		3339,34	+21	3271.28	3342.69	3504.48 2343.35	4.26 2.02	3,41 1,62	1.90		713.98	2791.71
68 Water(11)		3619.50	+0.1	3616.86	3717.38	2982.55	4.78	4.10	234		26.03 112.14	1930,04 2255,28
69 MOH-FINANCIALS(827)		2473.19	-0.5	2485,56	2448.97	2396.91	3.16	2.71	1,97		51,90	2028 30
70 FINANCIALS(106)		4375,33	-12	4431.63	4331.57	4683.36	3.76	3.11	2.17		129.46	
71 Banks, Retalk(12)		6066,37	-1.1	6136.50	6009.27	7248.91	4.21	3.36	2.12		196.98	2044.54 2148.08
73 Insurance(16) 74 Life Assurance(7)		2099.58	-1.5	2130.87	2028.54 7049.53	1897,02	3.35	3,17	2.23	16.76	74.19	1757.38
74 Life Assurance(7) 77 Other Financial(25)		7094,06 3252,01	-1.8 -1.5	7225.51 3302.33	3329.91	5108.14 3330,44	2.70 3.31	2.33	2.63		139.98	3183.78
79 Property(46)		1857.27	-02	1861.40	1842.71	2041,21	3.58	2.72 3.01	2.53 1.62	14.96 21.49	92.12 39.28	1998.61
BO BIVESTMENT TRUSTS(1	15)	3166,87	+0.3	31,56,81	3124.38	3529.39	2.57	2.08	117	41.53	52.23	1228.37
69 FTSE AU-Share(848)		2384.23	-0.7	2403.97	2364.37	2379 37	3.28	279				1159.84
D5 FTSE AM-State on law	Tr(733)		-03	2414.65	2374.47	2381.52	3.30	2.81	2.01 2.02	18.98 18.70	54,48 55,12	2182.20 1127.48
formation Technology		1428.68	+2.0	1401,16	1401.98	-	0.66	0.53	4,08	46.57	5.20	
TSE Fledgling		1143.55	+0.2	1141.28	1142.47	1278.18	3.85	3.12	1.39	23,33	320 26,73	1433.73 1277.73
TSE Fledgling ex linv Tr		7168.04	₩1.ī	1166.95	1170.07	1278.68	4.18	1.38	1.47	20,37	30.13	1311.67
TSE AM		859.1	+0.4	855.7	861,8	1017.4	1.32	1.05	0.34	80.001	7,73	798.61
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7SE 100 5	214,7	5298.8	5259.2	5242.8	5216.5	5158.8	57	304.0	5174.4	_	23	5158.6
ISE 250 4	522.2	4501,4	4806.4	4603.1	4596.7	4593.3	4	87.0	4579.8		16.5	4579.2
	482.9		2502.7	2495.5	2485.1	2461.9	24	79.1	2466.8	257	26.4	2461.7
	40.15		039.90 424.16	2038.51 2417.81	2038.32 2407,87	2037.60 2386.46		15.84	2034.29			2032,78
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ne at FTSE 100 Day's high, 9 t se at FTSE As-Share Day's high	1715 Dayî 1 917-D	3 (047 13539'30'   Day's low 162	기 (15년 15년 1950 FJS분	AR-Share I	995 High: 2	965.20 (2010)	796) Low	7 <b>/09/98)</b> 7. 22/21 F	21.599	60		
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FINANCIAL TIMES FRIDAY SEPTEMBER 25 1998 ★

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# STOCK

# Greenspan launches shares on roller-coaster

**WORLD OVERVIEW** 

World markets underwent a as hints by Alan Greenspan. chairman of the US Federal Reserve, of a possible cut in upward surge in equity day's trading. prices, followed by profitbank exposure to global eco-

Mr Greenspan's remarks

prompted a big rally late chi's latest proposal on 2.36 per cent, Switzerland financial market turmoil and exposure to Long-Term Capithat day on Wall Street, with banking reform. the Dow Jones Industrial points at 8,154,41.

interest rates led first to an stocks at the start of yester-In Japan, the Nikkei

taking and concern over closed up 3 per cent at indices putting on more than, out led by a group of Amerihead of the country's main opposition Democratic party on Wednesday before a con- said it could not accept gressional committee prime minister Keizo Obu- indices. Frankfurt fell by

roller-coaster day yesterday Average closing up 257.21 Seng index jumped 4.4 per and Milan was 1.07 per cent cent while Thailand's SET His comments, and Wall index leaped 18.90 points, or Street's rally, buoyed Asian 8.2 per cent, to close at

> European markets also opened bullishly, with many 14,205.78, even though the 2 per cent in early trading sharply lower. Measured by their main stock market

> > Shares in ZURICH gave up

was down 2.46 per cent. In Hong Kong, the Hang Paris dropped 1.25 per cent

> Europe had already been troubled by the overnight rescue of Long-Term Capital Management, the US hedge fund, thanks to a \$3.5bn bailcan and international banks and co-ordinated by the US Federal Reserve.

the exposure of banks to equities business and

market anxiety grew when tal Management. UBS, the Swiss banking group, scheduled a news conference for after the clo-

bourses. Shares in UBS fell 11 per cent and Deutsche Bank nearly 10 per cent. UBS eventually announced it loss of up to SFr1bn (\$700m) due to emerging market tur-That highlighted afresh moil, a downturn in the

By the end of the European trading day, Wall Street was busily taking profits from Wednesday's The dismal showing for more downbeat, focusing more on the potential for further international economic gloom.

However, some analysts saw scope for gains in the run-up to the US Fed meeting next week which will

pressure on the krona. Although the market has

L276bn. Investors were The Affarsvärlden general encouraged by comments year results would also

First, which gained ground in spite of weak results, lost L124 to L4.489. MADRID lost its early gains as Latin Americarelated shares fell back on profit taking, and the general index closed down 9.11 or 1.3 per cent to 702.

Stocks with Latin American business ties, which had rebounded earlier in the week, fell prey to profit taking. Banco Bilbao Vizcaya, which had risen 25 per cent since Monday, fell Pta130 or 7.9 per cent to Ptal,520. Enskilda Banken,

BCH lost Pta15 to Pta1.330 while Santander declined Pta5 to Pta2.350. Telefónica.

Utilities were firm with recommendation.

### Sweden takes poll in its stride

raily, while the mood was Sweden's ruling Social Democrats in Sunday's general election has left the country's stock market stirred.

> The prospect of a greatly weakened SDP government relying on the former communist Left party and small Green faction raised fears of share volatility and further

> reacted adversely to the poll result, talk of steep price falls and currency turmoil has proved exaggerated.

index has fallen 4.2 per cent this week and the krona has lost ground against the D-Mark.

But given that the index is down 16 per cent on the month and the krona has been bumping along the bottom of its historical trading range against leading European currencies, the election fall-out could have been far

"The reaction has not been as violent as you might have expected, especially when you hear the communists are gaining influence," said Klas Eklund, group chief economist at Skandinaviska

But he explains the modest market reaction by saying that most analysts had however, gained Pta10 to already discounted the prospect of a weaker SDP government before the election. Moreover, the financial community also recognises that the Left and the Greens - for all their political gains - will not derail the country's solid economic growth prospects.

Although the Left may be demanding public spending increases, it cannot force the SDP into a dramatic change of direction because of expenditure ceilings already agreed in parliament. And Erik Asbrink, the finance Enskilda Securities. minister, has made clear there is very little room for about Asia and hard-hit any changes to the measures industrial sectors." being finalised for the Octo-

ber 13 budget.

As Mr Eklund and other

prime minister, would be reluctant to do that.

business climate will not be improved by the likely postreforms and any changes in labour market deregulation.

The recent stock market decline owes more to difficult trading conditions and restructuring problems at particular companies, than a political malaise. Shares in Ericsson, Sweden's largest exporter, have declined more than 20 per cent on the month on fears it is losing ground to rival Nokia and its overexposure to Asia. Other liquid stocks, such as Astra and Gambro, have also been

"That decline has been

lithout

Won't

## Banks tumble Hedge fund fears hit Zurich on Long-Term Capital woes

Wall Street failed to follow through from Wednesday's strong rally, with plunging financial shares pushing the benchmark indices lower in early trading, writes John

Enthusiasm for a possible cut in interest rates, after Federal Reserve chairman Alan Greenspan's congressional testimony on Wednesprofit-taking and earnings concerns set the tone.

Financial shares, especially in the banking sector. took a tumble as investors continued to sift through the fallout after the nearcollapse of Long-Term Capi- also made its debut. Shares tal Management, one of the leading hedge funds.

big hits were Chase Manhat- price. tan, down \$3% or 7 per cent to \$45%, and Nationsbank. lower by Wall Street and the off \$3% to \$55%.

body of how substantial the losses can be when you are were lower as investors in a financial crisis," said Hugh Johnson, chief investment officer at First Albany. By early afternoon the Dow Jones Industrial Aver- Bank of Nova Scotia lost 55

age was down 87.28, a fail of cents to C\$26 and Royal more than 1 per cent, to Bank of Canada declined 8,067.13. The Standard & C\$1.50 to C\$85.60. Poor's 600 was down 14.31 at 1.051.78.

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lifted by renewed buying of group, 75 cents to C\$49.50. internet shares. The Nasdaq composite fell 16.67 to 1,743.60 while the Russell shares came off 2.27 to

after announcing plans for an analyst meeting on Friday to discuss the impact of the global economy on its

third-quarter performance. J.P. Morgan was off more than 5 per cent or \$5% to \$87 . Morgan Stanley Dean Witter fell more than 9 per cent to \$521; after it reported

lower third-quarter earnings. Bucking the downward trend of the broader market. day, faded in the morning as Bristol-Myers Squibb climbed \$24 to \$102 after Prudential Securities raised it to "strong buy".

Internet shares continued to climb with America Online up \$2 to \$1171. The market's first IPO in weeks of eBay, an online auction service, shot up to \$491/2. Among those banks taking against an \$18 flotation

TORONTO was pulled TSE 300 edged down 42.16 or "It's a reminder to every- 0.7 per cent to 5.972.90. Of the 14 sub-indices, 10

remained cautious, Financial services fell 2 per cent with Canadian Imperial Bank down 70 cents to C\$30.25.

Utilities were down 1 per cent with Northern Telecom Less weak were technol- falling 60 cents to C\$82.35 ogy and small-cap shares, and BCE, the telephone

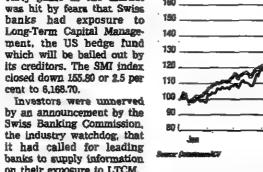
Gold and precious metals bucked the trend thanks to a rise in the bullion price in 2000 index of small company London. The sub-index rose 4.3 per cent, with Barrick Gold up C\$1.30 to C\$30.20.

or 1.2 per cent to 7.193.

higher after opening lower 15,60 to 3,299.63.

**ASIA PACIFIC** 

trying to lock in profits. ginal ground on gains in Asia, with the IPSA index up



on their exposure to LTCM. · UBS, which called a postmarket press conference, fell SFr44 or almost 11 per cent to SFr365. After the market

closed, the bank said it would post third-quarter losses of between SFr500m and SFr1bn because of losses in emerging markets and its equities business. It also said would write down SFr950m stemming from investments in LTCM. CS Group declined SFr10.20 to

Some blue chips which had risen in early trading lost ground by the close. Novartis fell SFr16 to SFr2.261 and Roche SFr250 to SFr15,250. Insurance companies

bucked the trend and held on to their gains. Zurich Allied gained SFr10 to SFr790 while Swiss Re gained SFr66 to

SFT2,924. with sector leader Deutsche Bank off more than 9 per cent. As a result, the Xetra Dax index ended the electronic session with a decline of 111.62 to 4.611.34, a full 253 points short of the day's

The sellers moved beavily against the banks in early afternoon on the news that UBS of Switzerland planned a post-market press

Deutsche Bank fell DM9.80 to DM93.80 and Dresdner Bank DM6 to DM69. Commerzbank gave up DM1.72 at

buoyed by recent broker upgrades, ran into profittaking, losing DM77.30 to

Mannesmann dipped 55 pfg to DM146.40 in spite of an upgrade to "outperformer" by BNP which takes up's telecoms operations. PARIS ended within a

## with the CAC 40 index down within its life sciences division, lifted chemicals leader

37.30 at 3,386.48. The benchmark reached 3,544.59 in early trading, but heavy selling of banks and oils turned sentiment on its head. The hanks fell steeply on

worries about contributions to the \$3.5bn needed to rescue Long-Term Capital Management, the crippled US hedge fund. Paribas and Société Générale, which announced they would be taking part in the rescue, fell FFr20.20 at FFr364 and FFr26 to FFr744. BNP gave up FFr12.40 at FFr346.50.

Oils succumbed to profitlately on oil price gains. Total lost FFr50 or 6.7 per cent at FFr700 and Elf-Aquitaine FFr42 at FFr719. LVMH fell FFr46 to FFr829

after a profit warning and a Stanley Dean Witter which first-half net profits to FRANKFURT also saw a moved to "neutral" from steep slide for bank shares "outperform". Hermes, in contrast, surged FFr37.10 or 11.1 per cent to FFr372.10 on strong first-half results.

Rhone-Poulenc announced that its Centeon blood plasma joint venture would shortly resume production and added FFr10.50 at FFr232 as a result. Merrill Lynch raised Pechiney to "intermediate buy", sending the shares up FFr12 at FFr173.

Advertising agency Publicis gained FFr60 or 6.7 per cent to FFr960 after reaffirming strong profits growth this year.

AMSTERDAM closed off 1.13 at 969.37 on the AEX index after a day of widely

DSM F1 3.20 to F1 163.50. Fallers were led by ABN-Amro, which came off Fl 1.50 or 4.1 per cent at F135, and Royal Dutch, down F12 at Fl 96.50. Fashion group Gucci tumbled Fl 5.20 at FI 70.80 after a steep fall in Asian sales cut into secondquarter earnings.

MILAN fell victim to political uncertainty over the government's budget, and the Mibtel index lost 206 or 1 per cent to 18,987. Banca di Roma, the most

active issue of the day, fell taking. A strong market L71 to L2.830 after rumours of a merger with BCI drove the shares higher in the morning, BCI fell L288 to

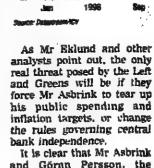
> RAS, the insurer, rose L287 to L18,686 after announcing a 67 per cent rise in

Pta5.430.

Iberdrola up Pta20 to Pta2,430 and Endesa adding Pta90 to Pta3,355. The industry ministry reached an agreement with the electricity sector for liberalisation and securitisation of costs. Credit Suisse First Boston reiterated its overweight

Telepizza lost Pta40 to Pta1,060 in spite of a 46.5 per cent rise in first-half profits and an optimistic outlook for full-year results.

Written and edited by Jeffrey



It is clear that Mr Asbrink On the other hand, the

hit by trading problems.

"From the peak this year, the Swedish market has fallen in line with most other European bourses down about 25 per cent," said Stefan Ortmurk at

Tim Burt

also triggered selling. Enthusiasm over an international aid package which President Fernando Henrique Cardoso had called for also petered out in spite of a \$1.1bn loan by the Inter-American Development Bank on Wednesday. BUENOS AIRES edged

Hopes that the US would

sent TOKYO sharply higher.

although fundamental con-

cerns about Japan's ailing

banking system and corpo-

rate profits remained, writes

Alexandra Harney in Tokyo.

per cent.

3,831.78.

secutive days of gains, rose

ported earlier gains, but that was outpaced by investors SANTIAGO gained mar-

### São Paulo falls back

cent rally the previous day, and the Bovespa index fell 88 1,27 to 400.40. Declines on Wall Street

SAO PAULO retreated on on profit taking. The Merval profit-taking after its 11 per index, which posted two con-

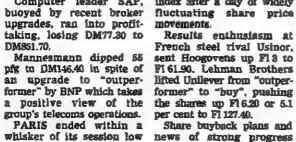
to Y24.

MEXICO CITY lost earlier

gains on profit-taking and the IPC index fell 70.41 to Foreign buying had sup-

Computer leader SAP, DM851.70.

movements.





finance stocks added 10 per

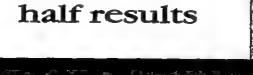
to Bt7.10, and Bangkok Bank rose Bt0.75 to Bt23.75. MANILA shrugged off the closure of Philippine Airlines (PAL) and the composite index closed up 60.56 to 1,220.25 in tandem with other

labour unions collapsed. PAL's closure boosted interest in Air Philippines with volume up more than

higher as hopes of a rate cut heavyweight, rose 85 pesos in the US spurred heavy or 10.6 per cent to 885. SET index closed up 18.9 to level for more than a month 250.18 with entertainment, with the All Ordinaries energy and finance stocks index up 41.3 at 2,614.9.

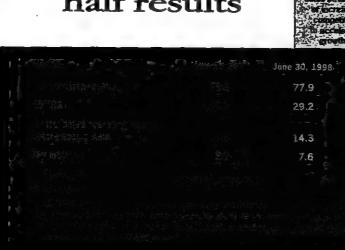
Financially troubled PAL

Philippine Long Distance Telephone, the market SYDNEY ended at its best



France Telecom,

1998 First



First Half Revenues rose to FF 77,9 billion, a 3,5% increase compared to the first half

of 1997. After the decline in tariffs over the past two years, this increase is noteworthy and stems from a combination of the lollowing factors:

uncreased overall telephone traffic: objective acideved Total telephone traffic rose 8.9% in the first half compared with 6.6% in 1997.

The explosion in mobile telecommunications services

Revenues from mobile telephones increased 47.7% in the first half of 1998. The number of mobile suscribers passed the 4 million mark in July 1998. The target of five million subscribers, initially set for 2000, could be achieved as soon as year-end. Expanding data transmission services Sourced by Internet, revenues from leased lines and data transmission services rose

more than 13% in the first 6 months of 1998. The volume carried over internet alone quadrupled and Wanadoo surpassed 300,000 subscribers in July.

Consolidated revenues from activities outside of France rose 37% during the first half owing to growth in mobile telecommunications usage. This was destrite the deconsolidation of the mobile service marketing activities in Germany but includes the consolidation of CI Telcom in the Ivory Coast and Casema BV in the Netherlands.

The growth strategy affected operating income before special items and net income.

Operating income before special items was FF 14.3 billion in the first half of 1998

compared to FF 16.6 billion in the first half of 1997. Net income amounted to FF 7.6 billion compared to FF 8.9 billion the year before. As forecast, the following factors had a strong impact on 1998 first half results: · Successive tariff cuts made in 1997 had their full effect in the first half, but they should have less of an effect in the second half of 1998; and

a investments linked to infrastructures and required by growth in mobile telecommunications. The infrastructure in France was largely completed in the first. half of 1998 and France Telecom's mobile network now covers 97% of France's territory. Furthermore, expanded international operations, particularly in mobile telecommunications, required additional investment and marketing efforts during their start-up phase which had a negative impact on income.

http://www.francetelecom.fr

Let's build the world to come

1998 FIRST HALF RESULTS

France Telecom is one of the world's leading telecommunications operators and ranks prominently among the French listed companies. The Company has one of the most modern

and extensive networks in the world.

France Telecom is continuing to broaden

its international scope with the prime objective of strengthening its presence in The first half of 1998 was marked by increased growth in total telephone traffic, mobiles, data transmission and Internet use all in the context of full competition. France Telecom focussed its efforts in the first half of 1998 on benefitting from increased competition. The second

characteristic in the first half of 1998 was European expansion, which exceeded forecasts, in Italy, in Switzerland, in Spain and in Portugal, France Telecom seized the opportunities offered by both fixed-line and mobile telephony services, often alongside its partner, Deutsche Telekom, For the second half of 1998, France Telecom expects international activities to continue to increase due to additional investments made in El Salvador and Senegal.

Mobile telecommunications will continue to

grow at a fast rate and this activity should be

increasingly profitable as the market grows.

Finally, the Internet is expected to continue its

### The 1998 World Cup in France

 First 100 % digital videos transmission . World's largest number of hits;

on single website: 1.7 billion: An image of exceptional quality 40 10 billion television viewers.

**France Telecom** 

the only sector to post a decline, falling 0.1 per cent. Banks were up 2 per cent. nies surged 4.6 per cent. Rubber products soared 8.91 Steel stocks, electronics climbed Y33 to Y504. blue chips and banks dominated trading. Nippon Steel, the steel industry leader. was up Y12 to Y193, after all-time low of Y110 on conhitting record lows earlier cerns about Japan's cashmarket in volume to close down Y3 to Y80.

rallied. Hitachi was up Y45 to Y610, NEC improved Y45 Y926, and Toshiba Tokyu Tourist was the day's leading faller, tumbling 15 per cent to an

this month. NKK led the strapped travel industry. HONG KONG jumped on easing currency pressures Long Term Credit Bank, which allowed interest rates which is at the centre of a to subside. Both local and an easing of bank lending rose 67 cents to A\$21.55 and rates spurred local buying. stalled debate over a plan to mainland Chinese money tackie the banks' bad and market rates eased lower.

US rate hopes boost Tokyo Sakura Bank was up YI to

> Y7 to Y373. Sumitomo Trust, which has agreed an alliance with LTCB. lost Y5 to Y352 after reports that the merger might be in trouble.

The Nikkei 225 Average	ingit be in trouble.							
rose 415.97 to 14,205.78. Dur-	THE DAY'S CHANGES							
ing the day, the index swung between 13,896,79 and	% change							
14,297.5. The Topix index of all first-sector stocks added 2.7 per cent or 27.84 to 1,078.01 in moderate trading. Volumes were steady at 459m shares traded, with advancing shares outnumbering losers 871 to 296. In Osaka, the OSE index rose	Bangkok     +8.2       Jakarta     +7.6       Seoul     +6.5       Manila     +5.2       Hong Kong     +4.4       Singapore     +3.4       Tokyo     +3.0       Kuala Lumpur     +3.0       Weilington     +1.8       Sydney     +1.6							
444 to 14,892. Fishing and forestry was	Taipel+0.3							

Electronics groups, which have sagged amid gloomy and other financial compa- profits forecasts recently,

The Hang Seng index jumped 5 per cent, energy gained 330.22 to 7.834.61 after gained 11 per cent and leading stocks rose strongly. soon lower interest rates Y225, and Fujl Bank gained HSBC added HK\$6.50 at

> indices rose 5.7 per cent and 8.5 per cent respectively. JAKARTA responded to a better day for the rupiah and news of a rescheduling of \$4.2bn of sovereign debt with the benchmark composite index rising 19.91 to 282.16. Turnover totalled Rp300bn. Tobacco giant Sampoerna gained Rp350 or 16 per cent

to Rp2,100. SEOUL pushed higher as single day purchase since At the close, the Kospi index was up 18.82 at 310.75

than 10 per cent, rising Won4,050 to Won37.950. BANGKOK closed sharply buying of blue chips. The

leading the way.

cent. National Finance rose HK\$144.50 and Cheung Kong Bt0.50 to Bt3.70. Banks were the most actively traded, with the secput on HK\$2.20 to HK\$34.60. The red-chip and H shares tor rising 5.3 per cent, Krung Thai Bank, the most active issue of the day, rose Bt0.70

markets in the region. was forced to close at midforeign funds spent a net night on Wednesday as long-Won62.9bo, their beaviest running negotiations between management and

International, which owns 50 per cent on Wednesday's one of three leading local level at 80.5m shares. Sam- airlines. Air Philippines rose sung Electric surged more by its daily limit of 12 centavos to 36 centavos.

Banks led the upturn, Comments by the Thai spurred by hopes of lower finance minister predicting global interest rates, NAB Westpac 33 cents or 3.5 per Entertainment stocks cent to A\$9.78.

# MARKET FOCUS

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# Sweden takes poll in its stride

No. 1-12. Estes Contraction of the State of

# BRAZILIAN FINANCE AND INVESTMENT

Brazil's government must walk a treacherous path between a controlled slow down and recession, says Richard Lapper

# Between a rock and a hard place

tember than he can possibly have . Nationary strategy since 1994. imagined when he planned his . The plan - according to which campaign for next month's presi- the real trades against the dollar, dential elections. And the test within a pre-set band and depre-has had little to do with the polit-ciates by 7 per cent a year - has ical challenge presented by the been impressively successful in President's main opponent, Luiz many respects. Inacio Lula da Silva of the left-wing Workers Party. Presi- defeated. Only four years ago dent Cardoso has enjoyed a com-fortable opinion poll lead for than 2,000 per cent a year, renmost of the year but as the elec- dering any serious business plantion day approaches, the campaign is little more than a side-show to the higger contest he is year, inflation was down to 1 per waging with international financial markets.

devaluation in mid-August, Bra- international competition - averzil's stock and bond markets age tariff barriers fell to 14.4 per have been hammered and the country's reserves eroded at an alarming pace. Stocks fell by nearly 40 per cent from the beginning of August to September 31. tion and forcing through rises in Brazilian bond prices have slumped to their lowest levels since the Tequila crisis of 1995. Brazil has lost some \$20bn in reserves in the same period. In response the government has cut spending by \$4bn and increased domestic interest rates to nearly 50 per cent, well above the levels to which they were temporarily lifted last October, as the international financial instability began to spread beyond Asia.

The sharpness of the fall has tions about the survival of the compared with \$14.85n between panies are expected to invest pared with 16 per cent at the end ness communities. "It is a very dent Cardoso seemed to offer a observes: "They are very good from they are technically relatively clear path through chir whiters."

Cardoso has had a tougher Sep- stone of the country's counter-in-

Hyperinflation has been ning impossible. In 1997 prices cent in the 12 months to July. President Cardoso has continued Since the Russian default and to open the Brazilian economy to cent by 1995, less than half the level of 1990 - exposing Brazil's highly protected domestic industries to unprecedented competiproductivity.

According to a recent study by McKinsey, the international management consultancy, sectors such as cars, airlines, steel, telecommunications, food retailing and construction saw double digit annual productivity growth between 1991 and 1995.

The government has accelerated the dismantling of the corporate state built up since the



cessfully sold Telebrás, its giant The country's banking system ica's biggest ever privatisation. . 1998, well capitalised foreign 1940s, by selling companies in the into the country in other sectors ABN Amro of the Netherlands,

telecommunications and utilities as well. This year - in spite of Santander and BBV of Spain the steep decline of the stock. have effective control of 19 per

telecommunications company, has been strengthened. Following banks have disappeared raising \$19.3bn in Latin Amer- a string of takeovers in 1997 and between 1995 and 1997 31 banks Foreign investment has flooded banks - such as HSBC of the UK, ownership - and regulation and put the government on a defensectors. Last year it raised the steep decline of the stock have effective control of 19 per is widely respected in both the sive footing and even raised quessions, market - the international com-

Many smaller and weaker were liquidated and 74 changed supervision has been tightened.

.Brazil's economic management

has to be done."

cesses investors have become ting spending and introducing increasingly concerned about two tougher pensions reform. elements of the Brazilian economy: widening current account in the electricity and other secand fiscal deficits.

have increased much more \$13,89bn in 2000 - would also quickly than exports. Trade sur- help bring down debt. By conpluses registered during the vincing markets of the plan's period between 1990 and 1994 credibility, the government have become trade deficits, hoped to be able to reduce inter-According to Latin American Consensus Forecasts, a specialist publication, the trade and cur- gest that a faster depreciation of rent account deficits will fall to the currency - increasing the \$5.5bn in 1996 from \$8.4bn in 1997, current annual depreciation of but the current account deficit the Real against the dollar from 7 will still amount to \$30.4bn, per cent to possibly 11 or and 12 nearly 4 per cent of GDP.

Until the recent turmoil, Brazil could count on a combination of the capital markets to finance this gap. However, over the past few weeks the premia paid by Brazil and other emerging market borrowers have increased and closed for many borrowers.

There are fears in some quarters that direct investment will begin to slow, "Financing commitments for new projects will have to be looked at again," says vice-president of ABN Amro, the Dutch bank which acquired Banco Real earlier this year.

investors are even more concerned by the failure of the govfinances. The fiscal deficit has risen to 7.8 per cent in the 12 months to June, partially because of sharp rises in social spending by federal and state governments. In addition, though, the rise in interest rates since last October - and especially this month - has added to the burden. Interest payments on domestic debt amount to more than 6 per cent of GDP.

"The policy mix of loose fiscal policy, tight monetary policy and a strong currency is not sustainable, says Marcelo Carvalho, economist at JP Morgan in São Paulo. "In the international economic turnoll long standing eco-spiral of fiscal austerity and nomic challenges have come to the surface."

Two months ago - before the Russian default and devaluation - an electoral triumph for Presi-

competent," says Roger Wright, these difficulties. A new Cardoso managing director of First Bos- administration would plan to ton Garantia. "They know what start reducing the fiscal deficit to around 3 per cent of GDP within However, in spite of these suc- three years by raising taxes, cut-

Continued privatisation - sales tors are expected to generate Since 1995, Brazilian imports some \$24.14bn in 1999 and est rates and further ease fiscal pressure. Some economists sugper cent might also form part of the strategy.

President Cardoso's electoral direct investment and debt on victory looks every bit as assured now - bis opinion poli lead increased at the end of last week - as it did at the beginning of August but the plunge in the markets and erosion of reserves the markets will be effectively has made things much more diffi-CTAIL.

Already recent rises in interest rates have added to the scale of the domestic debt, increasing debt service payments by some R6bn a month, or nearly u.7 per Floris Deckers, executive cent of GDP. The market turmoil will make it much harder for Bra zil to finance its external deficit next year, which is likely to lead to a slow down in imports. This combination of fiscal and exter ernment to control public nal pressures is expected to lead the economy to slow down. Growth is already expected to drop to 1.6 per cent cent in 1999 from 3 per cent in 1997 - and Mr Carvalho is forecasting that the economy will contract by 2 per

cent next year.

The problem though is that too sharp a reduction of economic activity could lead to a sharp decline in tax revenues, under mining fiscal plans and prompting further capital flight.

Brazil then seems to be polsed between a controlled slowdown which would give it time to sort out its finances, on the one hand. and a potentially self-defeating recession on the other. Investors will be left to place a lot of faith in the government's positive past record in both managing and evading crises, As Mr Deckers





**PUBLIC FINANCES** • by Richard Lapper

# The bottom line

The priority is to tackle a deficit which has left Brazil hostage to turmoil elsewhere

Whoever wins Brazil's presidential elections next month, there is little doubt try's public finances will be a priority for the new gov-

Brazil's fiscal deficit has been the outstanding concern of foreign investors during recent turbulence on financial markets. And the failure to follow through on commitments to reduce the deficit after the Asia crisis first hit Brazil last October. is one of the main reasons why the country's markets have had such rough treatment this year.

Fund managers, investment banks and credit rating agencies have all highlighted both the scale and recent growth of the deficit as the main threat to economic sta-

in public finances critically constrains Brazil's credit-

hi io. by the President and Con-

At the heart of the problem is a state apparatus that, in spite of recent reforms and privatisations, remains overstaffed and inefficient. This is, in part, a heritage of the corporatist development model, adopted by Brazil in the 1940s and 1950s. But, in addition, Brazil's federalist political system leaves many spending and tax raising decisions up to individual states, some of whose powers were enhanced by the 1988 constitution.

Including interest, payments and spending by the federal government, states, municipalities and public sector companies climbed to 7.8 per cent of GDP in the 12 months to June and, according to some economists, it could rise to more than 8 per cent by the end of the year.

The operating public deficit accounts for only about 1 per cent of this amount but

worthiness and could has deteriorated signifithreaten financial stability if cantly since 1995. According not addressed expeditiously to figures published by Citicorp, the US bank, during gress to be elected next the early 1990s Brazil regismonth." says Lacey Gal- tered a primary surplus but lagher, analyst with Stan- in 1995 the surplus declined dard & Poor's, the credit rat- to 0.36 per cent of GDP and 1996 and 0.94 per cent in

was transformed into deficits - of 0.09 per cent of GDP in 1997. Although public sector companies remained in surplus - except during 1995 both the central government (from 1997) and state governments (from 1995) fell into This year, the government

has found it difficult to control state spending in the run up to elections next month. But the critical issue has been the government's inability to control the mounting costs of a social security and pensions system, described by Ms Gallagher as "bankrupt and outrageously expensive".

The deficit of the publiclyfunded system for private sector workers alone will reach 1 per cent of GDP in 1998 and - unless reforms are introduced - will rise to 2 per cent in 1999. In addition to that, however, obligs-

tions of state and federal government to public sector workers consume a further 5 per cent of GDP, with each retiree on average receiving \$15,000, compared with GDP per head of only about \$4.500.

Matters are made very much more complicated, however, by the structure and costs of servicing the country's internal debt. Over the last four years the gov ernment's gross debt has grown partially because it has assumed liabilities that were previously undocu-

According to Feline Garcia, analyst in New York with IDEA, the economic consultancy, the debt increased from R179bn in January 1997 to R305bn at the end of July this year.

In addition, the government is paying more to service the debt. Interest rates were increased to 40 per cent in October last year, driving the interest bill up to 6 per cent of GDP.

Subsequently rates fell to less than 20 per cent but this year, as uncertainty grew



Crisis talks: collapse in Brazil would be felt severely in the US AP

been less able to persuade investors to buy its debt paper at a fixed rate of interest. Since May, it has issued more and more debt paper indexed to the overnight rate of interest.

Effectively, this has con-

verted its obligations from a fixed to a floating rate. According to Standard and Poor's, the share of such debt doubled to 43 per cent of outstanding debt between May and June 1998 and has since increased to about twothirds. As a result, rises in rates now have a much more direct and severe impact on the fiscal deficit

This month's two interest rate rises - to 29.75 per cent on September 4 and to 49.75 per cent on September 10 have cost it dearly, adding about R\$6bn a month to the cost of debt servicing for as long as rates remain at their new level.

As well as their concerns about the scale and growth of the deficit, foreign investors have also been bothered by the government's lack of progress in tackling it. These concerns are all the more acute given the administration's failure to fully follow through on its commitments to cut spending, made in October in the wake of the first bout of Asia-related

Nevertheless progress is that greatly exceed being made. An administra- collecting capability." tive reform - the major aim of which is to introduce savings, efficiency, productivity and merit into public service - was approved by its most important planks warns.

gives the government more leeway to dismiss civil servants if the public sector wage bill of federal or state government exceeds 60 per cent of revenues. That reform alone could lead to savings of R\$7on - roughly 0.8 per cent of GDP - but these will take some time to come into effect. Citicorp says it believes "fiscal savings will only start occurring in significant amounts

after 2000" The Brazilian congress has recently agreed to speed up reforms of the pensions system, which is expected to yield gains - over the first 12 months - estimated at

And, earlier this month, the authorities made a legal commitment to increase primary budget surpluses over the next four years. The reform - which includes commitments to meet fixed targets was touted as part of a sea change in fiscal man-

Pedro Malan, the finance minister, leaves no room for doubt about his commitment to reform, "Brazil has no alternative but to carry out a fiscal adjustment that is credible, lesting and that, in reality, indicates that the federal, state and municipal governments cannot systematically incur expanditures that greatly exceed its tax

If Brazil fails it will only be "transferring the problem to the future, increasing the debt - internal or external and running the risk of Congress in March. One of bringing back inflation", he US fears loss of Rubicon in Latin America the main car makers in the

The Americans are worded Robert Rubin, the US Treasury Secretary, admitted last week that Brazil had been "the subject of intense attention" in the US

Whalever happens in Brazil is of enormous importance for Latin America and also for the United States," he told the House Finance Committee.

Until the end of July, some Wall Street types were arguing that the crisis had been a net benefit for the US. Sure, exports had been hit, but the crisis had helped to take some of the inflationary froth out of the US economy and extended the life of the bull market

That complacency is fast disappearing, Economists realise that if there is a prolonged crisis in Brazil, the direct impact on economic activity in the US would be anything but negligible. One leading US banker describes Brazil as

the Rubicon" for the US. US exports to Brazil have expanded rapidly since Brazil started liberalising its trade regime at the start of the decade. In 1997 the US had a trade surplus of \$5bn with Brazil, As a result of the stamation in Asian markets, many companies had been hoping for even faster growth in Brazil and Latin America over the next couple of years. And, with the US trade deficit already expanding and raising the protectionist pressures in Washington, a devaluation in Brazil would be

Brazil is one of the main overseas markets for a whole range of US multinationals. Ford and General Motors are two of

particularly unwelcome.

world's seventh biggest market for vehicles. And companies from McDonalds to Monsanto are planning heavy investment programmes over the next few years. Foreign direct investment by US companies in Brazil last year alone was \$4.6bm.

While European banks were at the frontline of lending to Russia, US banks have heavy exposures to Latin American countries. At the end of March, US banks had lent \$27.2bn to Brazil,more than to either Canada or Italy. The US exposure to Russia was \$6.8bn.

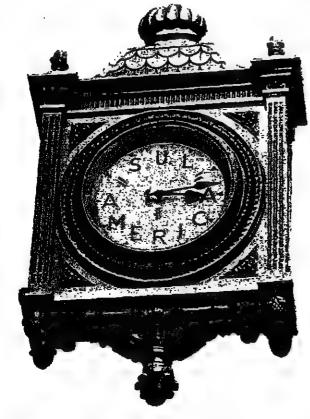
It is no surprise then that US commercial banks are prepared to put up emergency financing for Brazil, "If they were to ask for help, the response would be very positive." says William Rhodes, vice

chairman of Citibank. The effect on the US of a collapse in Brazil, which accounts for 45 per cent of Latin America's gross domestic product, would be magnified by the wider impact in the region. Argentina and probably Mexico, the next biggest economies, would also be plunged into recession. dong with much of the rest of the continent which makes up 18 per cent of the

US exports. Edmar Bacha, one of the founders of the Real Plan and now special adviser at BBA Creditanstalt, one of Brazil's largest commercial banks, goes even further. 'if Brazil goes, then Latin America goes. Without a swift recovery in Japan. this could push the world economy into recession."

Geoff Dyer

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# pains

CAPITAL MARKETS • by Jonathan Wheatley

Macro factors are putting the markets through the mill on their way to maturity

It has been a vertiginous year on Brazil's stock markets, proving once again that the national or, more often, global scale - far ourweighs company performance in

On bond markets, too, the government's defence of the real with sky-high interest rates has pushed the cost of borrowing beyond the reach of many companies.

Against this background, the development of fully mature capital markets in Brazil is bound to be a

lengthy process.
Some things, however, have changed over the four years since the introduction of the real. Low inflation and the rigours of a strong currency have brought new disciplines to the market, allowing companies to plan ahead and encouraging greater dis-

"We're seeing a gradual shift from the short-termism of the past to a more long-term outlook," says Robert van Dijk of Bradesco Templeton Asset Management in São Paulo, a joint venture formed between the Brazilian and US financial groups to manage assets for corporate pension funds. "Since the Asian crists, the perception of risk in equity investments has become greater and that has produced greater demands for disclosure. In this sense, markets have been maturing

quickly," investment banks have built strong reputations on the basis of their research. This

the structure and credibility of capital markets. Regulations covering the separation of asset management and treasury operations among. administrators of mutual exposure to the absolute funds. for example, have minimum," says Rodrigo

been introduced - although. in a typical example of what Brazilians call "accommodationism", their implementation has been delayed to give slower institutions time to ргераге.

Horror stories are still common: of asset managers, for example, hiding profits from their clients and yet who, under existing regulations, are doing nothing ille-

At a more prosaic level, capital markets still lack some of the basic structures to allow further development. For example, there are no ratings agencies to help assess the risk of corporate bond issues.

While such structures gradually fall into place, capital markets continue to be dominated by more global concerus.

One reason often given for the volatility of Brazil's stock markets is their concentration in a small number of highly liquid stocks. In the past, trading was dominated by Telebrás, the massive holding company for the public sector telephone network.

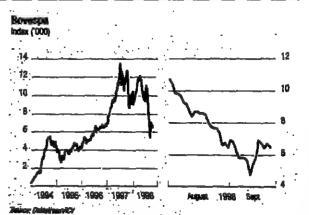
Telebrás was sold in July. having first been split into 12 new holding companies. This has reduced concentration to some extent. although the telecoms and, to a lesser degree, electricity and petroleum sectors contimue to dominate the São Paulo Stock Exchange (Bov-Another reason for the

Bovespa's volatility, in fact, is its relative maturity. Because it has greater liquidity than exchanges in many other emerging markets daily volume is typically about \$600m to \$700m - it The quality of equity offers the easiest point of research has certainly exit for investors taking improved. Several Brazilian losses elsewhere, most recently in Russia

The flight from emerging markets following Russia's has strengthened their debt moratorium in August appeal to foreign banks consequently hit Brazil's entering the country and exchanges harder than most. helped in negotiating a The Bovespa recorded its string of buy-outs and joint biggest daily falls in eight years, far outstripping its Authorities have also losses at the height of the worked hard on improving Asian crisis. Investors' eagerness to get out forced stock prices down beyond any relationship to book

value. "Investors reduced their

The same water a series of the same of the



Rio de Janeiro. But the biggest reason for

Brazil's vulnerability to global market turmoil is the accounts. Its double deficits - a budget deficit of more than 7 per cent of GDP and a current account deficit of about 3.5 per cent of GDP the confidence of international capital.

"The perceived risk is very high." says Mr Fiaes. "When a country is trying to undertake structural adjustments at a time when It is dependent on external financing." It was the flood of external finance from Brazil - foreign

Fixes. head of equity reserves plunged from \$70bn research at Banco Icatu in to less than \$50bn in a few weeks to the middle of this month - that forced the government twice to raise interest rates in the space of a imbalance in its public week. These and other emergency measures appear to have gone some way to calming investors' nerves, at least temporarily.

But much more will be make stability dependent on required of the government to convince investors that progress will be made on tackling public spending and the balance of payments. Without such progress. instability and immaturity will continue in capital markets, preventing them from playing their full role in the



Foreign investors do not seem to share the doubts about domestic economics

Fund managers and transnational companies frequently take different views about investment prospects but the difference can rarely have been so marked as in Brazil this year. While the stock market has steadily tumbled, registering a fall of more than 40 per cent in the year to September, foreign direct investment has been flooding into the country, a trend highlighted by the successful sale at the end of America's biggest ever privatisation.

Big some bankers have begun to worry that recent sharp falls in the international capital market could begin to make it more difficult for companies to raise money for expansion threatening the viability of some investment plans

Not all of the R22.3bn (\$19.1bn) garnered from the sale of the government's controlling stake in Telebrás, which was broken in to 12 operating companies, will come into the country this year. moving into Brazil - which include Telefónica of Soain. Telecom Italia and MCI of the US - have three years to pay, with 40 per cent due this year. And a substantial proportion of the investment - about 36 per cent

according to analysts - has come from local companies. Even so, the sale will help the total amount of foreign direct investment entering the country to exceed \$20hn. reaching its highest ever level. In addition, according to Octavio de Barros, technical director of the Brazilian Transpationals and Globalisation Studies Society (Sobeet) in São Paulo, the influx will represent more than 2 per cent of GDP, highpoint of 1.5 per cent in

driving forces. As well as the disposal of Telebrás, federal and state governments have begun the task of disposing of their assets in the electricity and gas sectors. The effort got off to a hesitant start when the sale of Eletropaulo, the São Paulo electricity distributor which is the largest in Latin America, was only partially

successful. But in early July, CESP, São Paulo's state-owned power generation company, successfully sold Elektro, another distributor to Enron of the US for \$1.4bn.

This month the government sold Gerasul. the electricity generating company, and Bandeirante. an electricity distributor. Other companies scheduled for sale later in the year include Fepasa, the São Paulo's railway network. Economists at Citicorp in São Paulo estimate that total proceeds from privatisation will top \$201bn in 1998.

Brazil has begun to open up its once protected financial sector to foreign banks. Since 1997 HSBC of the UK and Banco Billino Vizcaya and Banco Santander of Spain bave acquired Brazilian banks and, in April, ABN Amro, of the Netherlands, agreed to pay \$3bn to acquire a

One foreign bank executive says that there is a now a "more welcoming attitude towards foreign capital, competition and the transfer of knowledge". In addition, foreign

companies long established in Brazil have been investing in order to increase productivity and compete more effectively as the Brazilian economy opens up. Many have been encouraged to increase the scale of their activities as a result of continuing trade liberalisation within the South American region. linked to the development of the South American Common Market, or

Mr Barros estimates that

**POLITICS** • by Geoff Dyer

# Cardoso in poll position

For the incumbent, these plans might be revised winning the turbulence on world markets election may prove the easy bit

has come from transnational

companies already based in

late August and early-

September that some of

in view of the extreme

devaluation.

that followed the Russian

Falls in Brazilian bond

prices and sharp rises in

investment bankers, and

could make it both more

finance their expansion

plans in Brazil

says Roger Wright,

slow down their

borrowers, predict

yields, will effectively close

the euromarket to Brazilian

difficult and more costly for

international companies to

"I think foreign direct

investment will taper off,"

managing director at First

Paulo. "A lot of people will

investments. There will be

less money to finance them."

sign of any slow down. Fiat,

biggest industrial company,

of Italy, which is Brazil's

says it will go ahead with

plans to invest \$2.1bn over

"We chose Brazil as a

investment to improve

competitiveness," says

we have to increase

of Fiat do Brasil.

the next two and half years

priority outside Europe and

Roberto Vedovato, president

Fiat, whose activities in

Brazil range from banking

engineering, will finance

investments from its own

resources, he sava.

Mr Barros entirely

dismisses any negative

international crisis if

investors respond by

becoming more selective

to quality within Brazil,

companies which generate

strong cash flows, such as

which will benefit

teleconumunications

energy and

about which markets they

He also talks about a flight

impact and says that Brazil

could even benefit from the

So far there has been little

Boston Garantia in São

There were some signs in

It has been easy to forget in Brazil in recent weeks that the country is in the middle of an election campaign. Since August, Brazil's financial markets have suffered various degrees of turmoil. Economic collapse has threatened and yet the opinion polls for October's general elections have shown a

marked degree of stability. Despite the economic uncertainty, Fernando Henrique Cardoso, the Brazilian president, has held on to his comfortable lead over his left-wing challenger, Luiz Inacio Lula da Silva of the Workers Party (PT). The most recent polls give Mr Cardoso a lead of 17 points over Mr da Silva, a margin which would assure him of

requirement for outright victory in the first round on Such forecasts are based on Brazil avoiding a forced devaluation before the elections, an outcome that cannot be ruled out given the intense pressure in financial

more votes than all the other

candidates put together, the

However, if the government can withstand the short-term stress in the run-up to the poll, the result of the election will be crucial it will determine whether politics.

ically able to take the tough decisions that will be needed to maintain stability.

In other words, bow much political capital will the elections give Mr Cardoso to tackle the biggest thorn in the economy's side - a budget deficit of more than 7

For Mr Cardoso's advisers, tt is not just a question of him winning - if he is to build up the head of steam that he needs to advance his reforms, he has to win in the first round.

is hugely important for Cardoso that he wins on the first round to give him politi-Murillo Aragão, a political analyst in Brasilia.

round would drag the campaign out for a further three nomic vulnerability.

centre-stage. Even though he would be unlikely to win he would have an opportunity

the presidential poll will not be the only factor which will determine the post-election political atmosphere. Brazilians will also be voting for state governors, the whole of the lower house of Congress and a third of the Senate, in elections which could have a

TELECOM

President elect: Mr Cardoso needs outright victory for a clear mandate to forge ahead with refo In the 1994 state elections, the three most important governorships - São Paulo, Rio de Janeiro and Minas Gerais - all went to Mr Cardoso's Social Democratic "In psychological terms, it Party (PSDB). However, according to the opinion

polls, the PSDB could lose all three states in the elections (although it is making a late comeback in São Paulo). Failure to win in the first While state governors only national politics, the three

weeks, extending the period of political paralysis and eco-A second round of voting would also give Mr da Silva three weeks at the media

to undermine support for Mr Cardoso's economic strategy. However, the outcome of

leverage in Congress. Pollsters expect the government coalition to main-

TELECOM

influence over at least a part

of the delegation from their

states because of the local

patronage networks they-

operate. If all these states.

were occupied by, either.

enemies or fair-weather friends: of Mr Cardoso, it

could significantly compli-

the PSDB's gubernatorial party to lose some ground there.

trouble-free passage after the elections. \*Congress is not likely to

big states provide more than 30 per cent of the members Brasilia-politics-watcher. With the possibility of of the lower house of Congress. State governors can tough opposition in Congress sometimes wield a powerful and in the key states, much

will depend on how skillfully Mr Cardoso manages the post-election environment. Having been criticised for squandering the honeymoon period after his first election. he will not want to repeat the same error. In order to take the initia-

tive, he is likely to call for a The lower house elections 'swift return of Congress will be closely watched as a lafter the elections. He might measure of Mr Cardoso's also push for a constituent assembly to operate next year which would allow constitutional reforms to be tive agenda, it is not clear approved on a majority basis that he will be given enough

TELECOM

although the weakness of -vote currently needed.

D BRASH MÁG OMR VOLTAR ATRAS

To maintain investor concandidates could lead the fidence he has to show swift progress on the reforms aimed at cutting spending. That means completion of However, analysts believe voting on the long-delayed the left opposition could make modest gains in the pensions reform, winning elections, which would approval for the regulations ensure that Mr Cardoso's needed to implement the reform of the civil service and an extension of a fax on financial transactions.

have a small formal role in be much more favourable to know more about any fur-Cardoso after the election," ther changes the governsays Carlos Lopes, snother ment has in mind for the .. social security system and its efforts to reform the tax

Mr Carriosa could find that the financial market crisis actually helps his legislative plans, in the past, the threat of economic chaos has served to concentrate the minds of wavering legisla-

. - - - - -

However, he faces an uphili struggle. Investors are sceptical about his capacity to produce an effective package of cuts and to pilot them through a reluctant political system. Even if he can mould a convincing legislaof support in Congress, rather than the three-lifths time to implement it.

#### companies. "The power sector is a cash cow," says at least 50 per cent of direct

### MULTINATIONALS • by Ken Warn The great divide

Few Brazilian companies are ready, or able, to make the move

overseas Brazil's opening to the world economy has been very much a one-way affair. While foreign companies have been quick to see the notential of the vast Brazilian market, local companies have been slow to push abroad in the search for

Shut off from external competition until recently, many Brazilian companies are complacently content to look for fresh opportunities on home ground rather than grasp the challenge of becoming regional or full

international organisations. Only a handful of Brazilian companies are internationally competitive or have a truly global presence, such as engineering and chemicals group Odebrecht, which last year derived a third of its revenues from interna-

tional operations. But, slowly, local companies are seeking to push into foreign markets and some are using neighbouring Argentina - a partner in the Mercosur customs union as a testing ground for their expansion plans.

For a long time we resisted the open, modern world," says Benjamin Steinbruch, chairman of CVRD, the world' biggest iron ore producer, which was privatised last year. "And in the past there was simply not sufficient private capital to form Brazilian multination-

CVRD, which includes steel-making and pulp and paper among its activities, is seeking to expand into the US and Europe, either by according to Mr Steinbruch. The company already half owns a steel re-rolling mill near Los Angeles, which processes mainly Brazilian slabs, and majority owns a manganese alloy plant in France. It also has a small stake in Argentine steel mill

Part-privatised energy con-15th-biggest oil concern, is also seeking to boost its international presence. Like

muster significant financial side Buenos Aires. The com-

group's international arm. agreed oil exploration deals in the North Sea and in Nigeria. The company is purand production rights in Azerbaijan and is active in a total of 11 countries.

Petrobras' presence in Argentina includes a stake in the huge joint-venture with Argentina's YPF and Dow Chemical of the US, to build a 38m cu metre a day gas processing plant. Petrobras and YPF are also about to open their first petrol service stations in each other's countries, as part of a plan to expand regional down-

stream activities together. Smaller Brazilian companies, with no existing international presence, cannot simply transform themselves Into international companies overnight. Even a move into trade partner and neighbour Argentina, an obvious first

step, has its drawbacks.

With a population of about 35m. Argentina offers a comparatively small market. despite having the region's highest per capita GDP. The Chilean market is even smaller. Argentine and Chilean companies are also likely to offer tougher competition than many Brazilian companies have been used to

"Despite the restricted size of the Argentine market, it can make sense for Brazilian companies to take a look," says José Piano, of manage ment consultants Strat. "It can be a good first step into the region and is important ment point of view, helping create an internationally minded team in previously locally focused companies.

Latin American companies are increasingly seeking ways of expanding their regional presence and of becoming "multilatings," if not fully fledged multinationals, he helieves.

Mining, steel, tourism and agribusiness are the four main sectors where Brazil can be internationally competitive, says Mr Steinbruch, says Mr Barbosa, "The The food and drink sector has already seen high levels cern Petrobras, the world's of interchange with Argen-

> Brahma, Brazil's biggest brewer, entered the Argen-1994 buying a brewery out-

pany has rapidly built marabout 12 per cent of a market dominated by Buenos Aires-based Quilmes, with around 70 per cent.

Brazilian food group Sadia, which already sells its products in Argentina, is considering setting up a food processing plant there. In turn, Argentina's Arcor, which sime to become Latin America's leading confectionery group, is increasing its push into Brazil with the construction of a \$50m chocolate factory in São Paulo, its

third in the country.

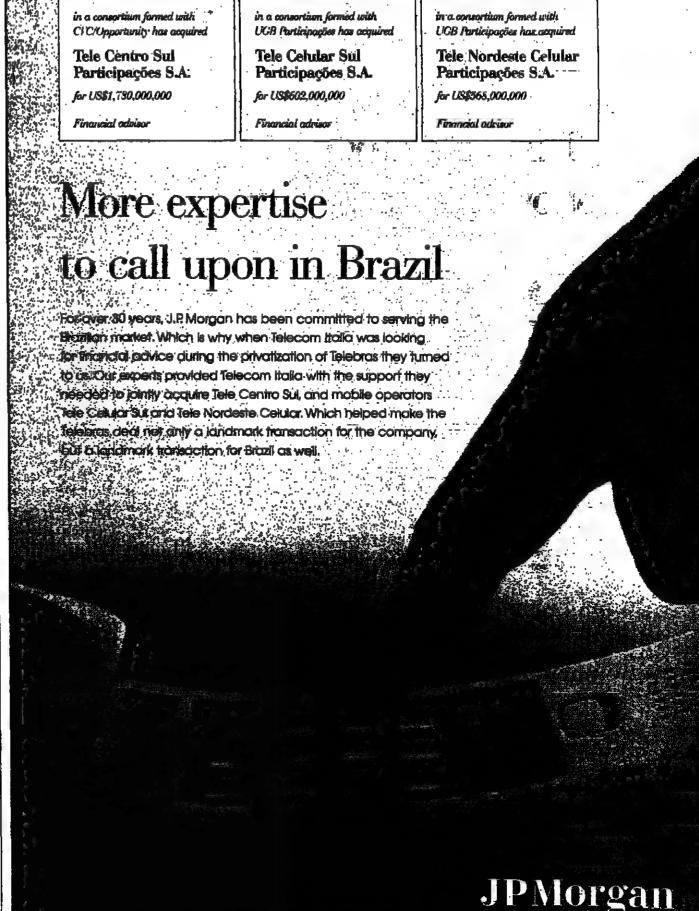
surprisingly slow to expand into Argentina is banking. "Brazilian banks are very efficient. They have well-de coping with high inflation and one of the most efficient clearing systems in the world," says Mr Pano. "But they are still busy just exploring the potential of

An exception is Banco Itau, Brazil's second-largest private sector bank, Itaú had a small agency office in Argentina as far back as 1980, working in trade finance. But in 1994 it decided to take the plunge and expand into retail banking, anticipating the wave of foreign investment in the

"We just thought that the notential to develop the market was enormous," says Antonio Carlos Barbosa, executive director of Banco Itau Argentina. The company rapidly built a network of \$2 bright, low-cost branches, trying to break with the image of queues and inefficiency that dogged Argentine banking.

This year, it bought the local Banco del Buen Ayre, with 60 branches and total assets of more than \$500m. in a deal due to be completed by early October. The joint operation will have the fifthbiggest branch network in the Greater Buenos Aires

"The strategy is eventually to be a regional bank," Argentine experience could be useful internationally. But we want to consolidate in Brazil and Argentina before moving on, For other Brazilian banks, it may tine market at the end of already be too late to expand



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# Foreigners drive on

and inward investment are maintaining modernisation

It is a measure of the many middle management changes sweeping through Brazil's motor industry that

Janos, managing director, cient company." explains how pressure from manufacturers - has led his and motor parts industry company to change the way and the process is likely to it does business over the last

Announced investments in Brazil auto industry 1997-2000

Domestic demand years ago, when trade barri-

men and inspectors, and per cent in 1997. jobs have been eliminated.

ager that is Gábor János workers and service its com-

The story has been possibility for many more heavy foreign investment repeated across the motor continue in spite of a sharp slow down in sales this year. The company - a subsid- Underpinning the change iary of Lucas Varity of the are trade liberalisation, UK - has about a third fewer rapid growth and high levels

Trade barriers - erected in economic stabilisation has ers which have protected the the 1950s - have been gradu- paved the way for the develmotor and motor parts ally reduced. The process opment of a consumer industry were first reduced. has been particularly dra- finance murket. Workers are asked to matic in the parts industry check their own work, where tariffs were reduced rather than relying on fore to 20 per cent in 1994 and 7.

After a decade of stagnation car production rose by . Stearns, the US investment Many other functions have an average of 14 per cent per been outsourced - outside year between 1991 and 1997, and re-engineering spill companies now package the mainly on the back of easily from the lips of the company's products, guard increased demand. Real hard bitten industrial man- its factory, serve food to it wages rose by 22 per cent between 1991 and 1996 while puters. "It is a big cultural reductions in sales taxes From the spartan offices of change," says Mr Janos. "It's and, more importantly, the pent-up demand." Lucas Diesel in an industrial nothing unique but we have production of new lines of suburb of São Paulo Mr had to become a very efficars with smaller engines greater stability, openness have made car-ownership a and growth has attracted

> Brazilians. Smaller cars - with size - account for nearly three-quarters of all cars sold in Brazil, compared with 11 per cent in 1991. It has also become easier to

In 1997 Honda became the engines of a litre or less in first new manufacturer to ket for 20 years. Mr Wheeler predicts that, by 2000, Brazil will have 17 vehicle mannfacturers, the highest num-European and US compo-

nents companies have made more than a dozen acquisitions in recent years and now control about 60 per cent of the components industry, compared with about a fifth seven years

"People that didn't have

access can now be potential

customers," says David

in São Paulo for Bear

zil has only one car per 10

inhabitants, compared with

States. "There is a huge

Wheeler, associate director

combined with the tendency of motor manufacturers to deal with fewer suppliers, has prompted consolidation. reducing the overall number of components manufacturers by about a third. Industrial promotion ini-

tiatives by Brazilian states is

São Paulo – Santo André.

further increasing the attrac-Traditionally centred around the ABC towns of

São Bernardo and São Cae1997 and 2000, while investtano do Sul - the industry ments in the components the upcoming entry of sevevaluation and são Caetano do Sul - the industry ments in the components are new vehicle assemblers.

graphically diversified. Wage costs in states such as Parana. Rio Grande do GM, Volkswagen and Flat - until recently was known for Sul and Minas Gerais - are planning investments of its notoriously old models where much of the new activity is concentrated are at least 20 per cent lower than in São Paulo, where trades unions have a much tighter grip over the labour Analysts say that a series

has become much more geo-

invest up to \$16bn between

of planned investments will increase productivity and help make the Brazilian industry more internationally competitive. According to Mr Wheeler, motor manufacturers plan to

business could total a fur- and autoparts suppliers, is ther \$8bn. Four companies - Ford,

more than \$2bn while two others - Peugeot and Renault - have plans to invest \$1bn or more. The new plants will make maximum use of just-in-time production techniques, automating relationships with compo-

consultancy, said that increasing exposure to best practice competition, coupled with the tremendous growth of recent years and by 28.4 per cent.

dynamics in an industry that

Against this background, auto manufacturers are diamissing a fall in production this year as a blip. Increases in taxes and interest rates in response to the crisis in Asia In a recent report As a result, in the first six mcKinsey, the management months of the very have him demand and the duction fell by 14.7 per cent compared to the same period of last year and sales to the internal market plummeted

and low quality."

. However, production of Four car producers are among Brazil's top 10 exporting companies and, Mr Wheeler says it is likely that

Plat will top the list soon. Similarly, fears that the scaled back with the intensification of the financial criation and default in August are being down played. "They will maintain these investments," says Jose Roberto Ferro, professor at the Fundação Getulio Vargas business school in São



Traffic jank investment in Brazil's motor industry will not be affected by economic turnoli

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### RETAILING • by Ken Warn Rivals take stock New technology,

new companies and new stability have brought a new order Brazilian retailing has

undergone a revolution in the 1990s. Economic opening at the start of the decade, combined with the stabilisation brought by the 1994 Real Plan, boosted consumer encouraged foreign entrants into the market. A rapid proess of concentration ensued mented sector.

Competition has been pardoularly fierce in food retaillast year, or more than 6 per cent of GDP. Wel-Mart of the US and Royal Abold of the alongside leading Brazilian retailer Pila de Acucar and overseas pioneer Carrefour of France. Portuguese retailers Jeronimo Martins and Sonae are also seeking to

build a Brazilian presence. However, the international inancial crisis has fuelled conomic uncertainty in Brazil. Consumers became much more cautious after interest rates doubled last October, with durable goods retailers especially hard hit.
This tougher economic

environment may increase the pace of mergers and acquisitions as smaller companies strive for economies of scale while bigger chains intensify their battle for market share. But any prolonged downturn will eventually prompt the bigger operators to review expansion plans, according to Eduardo de la Peña, investment analyst at Bozano,

Before the introduction of the Real Plan, high inflation and economic instability stifled the sector's development. "Supermarkets lost money selling food but made money on their financial operations," says Antonio Carlos Borges, executive director of the São Paulo State Commerce Federation.

Most supermarket sales were in cash, which store owners quickly invested in the money markets, taking advantage of high interest rates during the 60-day gap before they were required to pay their suppliers. The business of providing valuefor-money to shoppers was not a concern.

Money declined in value daily, so consumers spent their pay all at once, with no opportunity to compare prices. With the curbing of inflation; retailers were forced to make their sales operations more efficient.

closed to foreign computer hardware and software until the early 1990s, meaning the demand without carrying industry had highly out any credit analysis.



restricted access to modern retail technology. In 1989, only two Brazilian retail outlets had bar-code scanning technology at checkouts. This year the number is expected to rise to 8,000, according to estimates for the Brazilian Supermarket

Pão de Açucar has spent heavily on technology, pro-gressively introducing Electronic Data Interchange (EDI) with suppliers, along with fax and internet shopping services for customers. The company is locked in a battle for food retailing dominance with market leader Carrefour and has snamed up other outlets in an ambitious plan to double total sales from last year's 3.6bm

Reals by 2000. This struggle is overwhelmingly concentrated in Brazil's comparatively rich south. Indicating the concentration of retail investment, shopping mall construction has beened in the 1990s but 80 per cent of malls are in the south and south-east, according to figures from Santander Investment

Supermarkets and hyper-

markets, with a high proportion of sales of basic necessities, have been largely insulated from the effects of the economic downturn. in the past eight months," says Paulo Afonso Fiejó, president of the Brazilian Supermarkets Association. For other retailers, things bave not been so easy.

As interest rates soared, consumer durables outlets found themselves facing higher borrowing costs and rising levels of customer default. The pain has continued this year, with durable goods orders down 25-30 per cent in the first half.

. Even before the crisis, managing credit posed a challenge to retailers, faced with high levels of default from people unused to having access to borrowing. Brazil had been effectively Retailers widely accepted post-dated chaques from customers - granting credit on

Lojas Arapus, an electrical goods specialist, filed for protection from its creditor: in June, after being hit by Americanas, Brazil's largest discount retailer, which car ries a low percentage of food items, saw sales fall 8 per cent overall last year, tum-

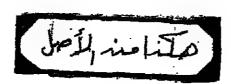
quarter, year on year. The company stopped accepting post-dated cheques and revamp its distribution network, says director Marcio Garcia de Souza. It also sold its 40 per cent stake in its, always uneasy, joint venture with Wal-Mart to the US company, at a loss, in an effort to refocus operations.

Despite the arrival of new technology and the drive for efficiency, productivity in food retailing is still only 14 per cent of US levels, according to Nicola Calicchio of consultants McKinsey. Smaller chains and "Mom and Pop" stores have been slow to take up the challenge of modernisation, dragging down average efficiency and suggesting huge scope for well-run, standardised store formats, he says.

High poverty levels. and low car ownership also hold back retailing development across much of the country. In poorer areas, retailing is often informal. operating on the street or out of people's homes. Despite their inefficiencies. smaller retailers retain one key advantage ~ many operate in the black economy, paying no tax.

"I still see more international companies coming says Mr Calicchio. "There are big opportunities for consolidation. Brazil has around 700,000 points of sale and a majority have no more than four checkouts."

Retailers are pinning their hopes on increasing urbanisation, better wealth distribution, rising car ownership and growing participation of women in the workforce as powerful long-term trends driving development of the





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RICHARD DONKIN

# High IQ is not enough

Universities have placed too much emphasis on conventional academic excellence

Two students are walking in Yellowstone Park when they come across a grizzly hear. The first, an Ivy league graduate from the top drawer of academic achievement, calculates that the bear can reach them in 17 seconds

'We can't outpace him,' he tells his companion, who is pulling on his running shoes. The other boy, who struggled to a get a degree in one of the minor colleges, says to his friend: "I don't need to outpace the grizzly, just need to outpace you." A version of the story is

used by Robert Sternberg, professor of psychology and education at Yale University, to illustrate his ideas on intelligence. "Both boys were smart," he says. But while the Yale student was intelligent in

the conventional analytical way used to define excellence in universities. the second was intelligent "to the extent that you define intelligence as the ability to adapt to the

Speaking to the Oxford Forum for Assessment and Development meeting in London last week, Prof Sternberg outlined three definitions of intelligence analytical, practical and creative. The first type, he says, seems to be understood

and emphasised by academic institutions. But the second two, he fears, have been neglected and ignored. "You need more than IQ skills to get through life," he says.

incentive to acquire creative

There is no

"In US society if you're good at 1Q-like skills - the type of things that get you As in school – you are

or practical skills'

extremely highly rewarded by the system. These systems promoted you from an early age so there is no incentive to acquire creetive or practical skills. People, he argues, need an understanding of all three abilities. "Many people have

good ideas that never go anywhere because they lack the practical persuasive skills to convince anyone of their worth," he says.

students he has encountered

He describes three

over the years. One is Barbara, who had good grades but fared poorly in the ability tests used by universities. Teachers' etters told the university selectors that she was remarkably creative but she was rejected and, as Prof Sternberg pointed out, "if you didn't get into one university, you didn't get into any". He recruited her as a research assistant. She produced extremely creative work and, after two years, was accepted on in the programme. "But what

Another student, Celia. achieved reasonable test scores. Her work was good but not outstanding. However, she did poss very good practical skills that can prove important to those working at all levels. it would have helped another student, Paul, who

was outstanding

academically but also

happens to other Barbaras

who don't get hired?" he

unable to hide, says Prof Sternberg. Although he had lined up eight job interviews when he graduated, he was offered only one, and this was the poorest of all the So why does society

arrogani; a festure he was

reumed some attributes and not others? Prof Sternberg has identified the existence of what he calls "closed svatems" - self-selecting societies that shut out certain features.

The reason, he says, is

that "it doesn't matter what system you have, it looks good once it's in place". Thus some societies may select on the basis of religion. If you belong to a certain sect you will succeed. You can then look around you at all the others in the same sect and conclude that their achievement is down to their religion, having, in effect, created a self-fulfilling

it can apply to people's height, a noticeable feature of high achievers in the US. Chief executives for example are, on averaç three inches taller than the people they supervise. Army generals are on average four inches taller than their The practice of exclusion

has created too great a focus on one type of intelligence, says Prog Sternberg. Society should really be concerned with "successful intelligence", which combines the analytical, the practical and the creative,

NOT INTELLICENT IN THE CONVENTIONAL SENSE PERHAPS, BUT ROSSESSED OF PRACTICAL PERSUASIVE SKILLS



success in life "given one's personal standards within

your socio-cultural context This means, he says, it is important that people recognise and capitalise on their strengths, while correcting or compensating for their weaknesses.

Prof Sternberg's ideas must draw some recognition from employers who have complained for years about the quality and sometimes naivety of graduate trainer This does not mean the graduates lack potential. exposed to practical decision-making or creative thinking by their teachers or

On the other side of the coin it also suggests that some young people who may be "street wise" and brimming with ideas ne get beyond the job

blame for this inability to select people with learning potential, says Steve Blinkhorn, an occupational psychologist, must be shouldered by the who have become too

"We should bring in a rule that people who run test training courses cannot use material they publish and then see how interested they are," he told the seminar.

focused on their own

Mr Blinkhorn, a leading critic of conventional psychometric tests and a proponent of a new type of testing that involves a "structured learning" component, says that test psychologists will be a "sad little group" if they fail to recognise that aptitude testing can be improved.

richard.donkin:a FT.com



### CEO evaluation widespread in US but not yet in

Some 72 per cent of large US companies now carry out formal evaluations of the work of their chief executives, according to Kom/Ferry International's annual study of boards of directors.

Europe – survev

Early findings from a similar European study. however, show that only 36 per cent of large European companies have introduced chief executive evaluation. Some 43 per cept of public UK companies assess their Pressure to carry out evaluations, says Korn/Ferry, is emerging internally as a result of increased use of performance management systems. Companies are ilso feeling external pressures arising from

effective chief executive evaluation. Details: Ruth Grierson +44 171 312 3249

corporate governance. Kom/

Ferry has issued a guide to

increasing shareholder

Knowledge cost Knowledge management is

seriously, according to a Cranfield School of Mangement report based on a survey of 260 European One of the biggest problems, says Peter Murray, the research fellow who led the study, is that companies are confused about what is meant by knowledge management. However, this has not stopped businesses throwing increasing amounts of money at it. The average spend on knowledge management is 3.3 per cent of revenue, says the study, and it is expected to rise to 5.5 per cent in the next three years. Information Strategy, +44

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ting to the Chairman and the Roard was will have full responsibility for

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will possess a sound knowledge and understanding of the dynamics which. Scottish-based financial institutions and be sensitive to the political and

es are invited to seek further particulars from Mr Grant Baird, Chief Executive and submit a cover letter and curriculum vitae by Friday 16th October to Sir John Shaw, Chairman, Scottish Financial Enterprise, 91 George Screet, Edinburgh, EH2 3ES.

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to fluency in one or two of the languages of the region, is mandatory.

Selection, the executive selection subsidiary of Preng & Associates.

have at least five years' experience of successfully operating in emerging markets, preferably those of the former Soviet Union and Eastern Europe. Experience working directly with an

with a Master's Degree or MBA from a respected institution is essential. English, in addition

for these positions will be to seek out and develop capital projects of the type and profile

management products and financing for third-party energy companies.

services, including physical and financial markets of electricity and natural gas products, risk

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Please apply in writing, enclosing full CV, quoting reference number LBA/320. g or stay of The state of the

procedures with special emphasis on LT issues.

· Acting as interm finance manager where required.

Ad hoc investigations and project work.

The Role

Provide "best practice" advice to local management. Responsible.

Cash management.

for training of local staff.

Metropolitan House, City Park Business Village, 20 Beindley Road, Manchester, M16 9HO Rogland. Tet: +44 161 877 4439, Part: +44 161 877 67UB. E-mail: hyrencebarnett@composerve.com

Enron Corp., is one of the world's largest integrated natural gas and electricity companies purchaser and marketer of natural gas and is the largest non-regulated marketer of electricity management contracts in the world, and is among the leading entities arranging new capital

# Directors Managers **Associates**

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# LIFFE FLOOR

Candidate must have proven record to control and manage operations in the specialised area of trading between the Futures and Options pits and the ability to bring in new business. An understanding of option hedge trading is desirable.

Experience gained exchanges other than LIFFE and a proven ability to work with non-UK based clients is essential

Write to Box A6228 **Financial Times** One Southwark Bridge London SE1 9HL

### **Private Equity**

Associate

Southern England Bristol Based

Competitive Package Bonus Incentives

NatWest Equity Partners is a leading provider of private equity for businesses across the UK and continental Europe. We have approaching £2 billion under management and a growing pool of funds from third party investors

We are seeking a high calibre candidate to join our Bristol-based team as an Associate to develop our business in Southern England.

The role will provide an opportunity to work in all aspects of private equity including: onginating, assessing and negotiating new investments.

conducting due diligence and

post investment portfolio managi

The successful candidate is likely to be a chartered accountant with a flair for marketing and at least three years' lead advisory or investment experience gained within a leading firm of chartered accountants, investment bank or private

The attractive renumeration package includes a company car, financial sector benefits and relocation assistance.

Candidates should apply in writing with full CV and remuneration details to: Gail McManus, PER, 212 Piccadilly, London W1V 9LD, quoting Ref PER 302 Tel: 0171 917 9486, Fax: 0171 917 9488, e-mail: perecruit@compuserve.com

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**NatWest Equity Partners** 

### TRADING MANAGER

# Aros F

#### Financial Research Editor

Aros Securities is a Nordic equityoriented investment banking firm, headquartered in Stockholm, with offices in Copenhagen, Helsinki, Oslo, London, New York & Tokyo.

London Branch is looking for individuals with a financial, publishing or news background to work with analysts in the production of research for institutional investors.

You will need strong communication skills to layout, edit and proofread a range of reports to our clients. Experience of Microsoft Office is essential and knowledge of PageMaker desirable.

Competitive compensation package available.

For enquiries call Ulrica Slane: Aros Securities on 0171 711 5283 or send CV to: Carole Allum, Aros Securities, 107 Cheapside London EC2V 6DA

#### **ACCOUNTANCY APPOINTMENTS**

Recruitment section

is also available

all week on

### **Group Chief Accountant**

Substantial international investment management group

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Monaco - Excellent Package

Our allent is a privately owned, Monaco-based investment group, managing assists across a wide range of classes and geographical locations, with perticular emphasis on global securities markets. as part of a small, highly professional and The group is expanding its base of worldwide investments and is seaking to recruit a Group Chief Accountant to join its small executive team.

■ This is a new role where your remit will be to restructure the existing financial control systems and procedures as well as recruiting additional high calibre accounting staff. On a day to day basis, you will be responsible for the preparation of financial and management accounts and monitoring of group financial resources, which will include the execution of complex financial transactions. You will provide input to investment appreisal projects and operate as a key member of the management

team contributing in all business matters. As this is a complex business environment, you must be a chartered accountant with several years post qualification experience and possess first class financial management skills. Your business experience should have been gained in finance and you should have undertaken at least one overseas posting or secondment. Enthusias discipline, leadership and excellent interpersonal and communication skills are necessary to operate

This demending role is best suited to someone who excels in an entrepreneural and fast-moving environment, it will be a well rewarded, challenging position requiring a high degree of dedication and commitment.

To be considered for this position please send your curriculum vitae with current salary details to Paul Modley, Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference PM283. Fax 0171-931 1022 or e-mail: pmodley@cc.emsty.co.uk

### **到 ERNST&YOUNG** The United Kingdom firm of Ernst & Young it a member of Ernst & Young International

### **Finance Director**

Business Services Provider

Our client provides a broad range of business services to corporates and multinationals in the UK. Operating from several locations, the company employs over 150 staff and has doubled its sales over the last two years to £45m. As part of its continuing strategy for economic growth, the company plans to expand both organically and by acquisition, with a flotation anticipated within 3 years. The Board now wishes to appoint a Finance Director with the commercial flair to play a leading role in the future expansion of the

Reporting to the Group MD, the successful candidate will be responsible for the accounting and financial administration of the company. Additionally the FD will play an integral part in the process of acquisition and post-acquisition integrations. As a senior member of the management team, this high profile role offers an exciting opportunity for personal achievement and career advancement.

West London - c. £50,000 + benefits

 Suitable candidates will be well educated, qualified accountants, with relevant post qualitying experience which will include expenence of managing a finance function and flotations Communication skills, a positive management style and a genuine excitement in the business are pre-requisites.

To be considered for this role, please send your curriculum vitee with current salery details and an explanation of how your experience meets the above requirements to Paul Modley, Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference PM284 Tel 0171 931 1005, Fax 0171 931 1022 or e-mail: pmodlev@cc.ernstv.co.uk

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\$100,000, Bonus, Excellent Benefits

### YOUNG INTERNATIONAL TROUBLE-SHOOTER

Highly Motivated Accountant Supporting Global Finance Team

This dynamic and entrepreneural Global Media Group, operates several Divisions worldwide, it has expanded significantly in recent years both by organic growth and acquisitions in the US, Europe, Fair East and South America. In a further strengthening of Group Finance, the International Trouble-Shooting team requires an additional ambitious, young Accountant who will have the responsibility of responding to regional and subsidiary company requirements reporting directly to the Chief Financial Controller.

Report to Chief Financial Controller bised in Amsterdam. Mobile - a Graduate Qualified Accountant/HBA. Proven track record within position supporting global Finance team. Extensive travel required. pressured International Group drawing through change and tightening Provide support at local level in a number of key areas including-

Year-end preparation work, heavy involvement in budgeting process at regorial or subsidiary level. Review balance sheet. Outstanding communication and presentation skills. Ability to command respect across Group. · Sprikers involvement in the improvement of processes and

Self-motivated, enthusiastic approach, pro-active style with commercial flair. Thrive in challenging and demanding

 Strong I.T. stalls preferably with Sun experience, technically excellent. Lingish speaking, second language an advantage. Must enjoy travel and dealing with different cultures.

### Report to Regional Director.

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border VATAzı implications.

Select, build and manage quality Finance and Customer Service

Provide a pro-active, comprehensive financial and management

accounting support service to European Business Heads. Manage through a Customer Services Manager the back office call

centre activités. Commercial approach to prioritise customer demands. Ensure tight financial controls are in place. Awareness of cross

. Graduate Qualified Accountant. Proven track record in senior line financial role within pressurged international Group.

REGIONAL CHIEF FINANCIAL OFFICER

Global Media Group

This dynamic and entrepreneurial Organisation is one of the world's largest Mediu Groups. It has expanded significantly in recent years both by organic growth and acquisitors or the US, Europe. Far East and South America. With its constant drive for continuous improvement, a high calibre. Finance Professional is now required to manage a cross border Finance and Customer Service operation.

> Outstanding man-management, communication and presentation skills. Ability to command respect across business/cultures. Second

> . Self-motivated, assertive yet diplomatic with mature approach. pro-active style with commercial flar. Three in challenging and

demanding environment. Decision mail er

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### **Financial Controller**

(FD Designate)

Complete Manager Complete Comp



#### Harrow

c £45,000 + Benefits

As a recently floated Plc, Metroline has more than doubled in size by means of a targeted acquisition policy in the year since it came to the market. As a result of this rapid growth, Metroline is now seeking a commercially minded individual to take charge of the financial affairs of the group's two principal London Bus operating subsidiaries with a combined turnover of around £80 million.

Candidates should be able to show a consistent record of achievement and should be ready to take on the subsidiary board role which is expected to be on offer within 6-12 months.

Key responsibilities will include:

 Controlling the financial affairs of the two principal operating subsidiaries.

Managing an established team of 14 staff.

• Developing the business through an understanding of financial issues.

 Liaison with Group, Directors and other non-finance members of staff.

You will be a highly motivated qualified accountant with a pro-active and hands-on style. You will also be able to apply your proven analytical and management skills to influence the bottom line.

Interested candidates should send their CV, enclosing details of current salary package, to Josh Edmunds at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN. Fax: 0171 831 6293. Please quote reference 453828. e-mail: joshedmunds@michaelpage.com

### Michael Page

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## **Financial** Controller

#### **Central London**

Launched in 1997, Channel 5 is a dynamic new commercial terrestrial channel, supported by a consortium that includes United News and Media Plc and Pearson Pic. It has quickly gained a 5% market share through innovative programming schedules, ground-breaking film deals and broadcast of major

Reporting to the Finance Director, the Financial Controller will be required to contribute significantly to the development of the business.

The role is broad ranging, spanning not only the traditional areas of control and reporting, but will also have critical involvement in key projects, change management and strategic planning.

Specific responsibilitiés will include:

 Systems and processes – development of financial systems and robust procedures across the business.

#### £70,000 + Benefits

- Critically appraise current reporting methodologies and efficiently manage forecasting/budgeting and statutory reporting processes.
- Management and development of the finance team. Perform a key role in major projects both as a team leader and participate in cross functional teams.

The successful candidate will be an experienced Financial Controller with a broad based commercial background and able to demonstrate a track record of delivery. A proven team leader, you will thrive working in a fast moving, non-bureaucratic environment with the ability to multi-task and move easily between projects. In addition, you will be able to demonstrate credibility with Senior Management and excellent communication and presentation skills.

Interested candidates should forward an up-to-date CV to Malcolm Kelly at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN, fax 0171 831 2612 or www.michaelpage.com

### Michael Page

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### **Business Systems Accountant**

Exert your influence through Financial Systems

Argos is a powerful force in modern retailing, with over 431 stores and a turnover in excess of £1.8 billion. Since acquisition by Great Universal Stores (GUS) the organisation has embarked on a period of exciting new development in the imaginative and effective use of technology, employing a variety of systems to support this

#### Milton Keynes

to £40,000 + FX Car + Excellent Bens

Working closely with the Finance Systems Manager and business users, you will provide analysis and systems development reviews on both existing and future leading edge systems throughout the Argos businesses.

You should be a qualified accountant with at least two years post qualification experience with a solid understanding of the principles of ledger based systems and financial applications software. You will need to demonstrate:

- Excellent communication skills, vital in explaining apecialists alike.
- Wall developed commercial sidils combined with the

Objectivity necessary to appreciate the organisation wide implications of integrated finance systems.

- An understanding of the principles of project management.
- · Strong Microsoft Office PC skills.
- · Exposure to any of the following: proprietary financial ledger systems (eg Lawson, JD Edwards), Hyperion or

Please write, enclosing a CV, to our retained consultant Jo Hassell at Michael Page Finance, Grant Thornton House 214 Silbury Boulevard, Militon Keynes, Bucks MK9 1LT. Telephone 01908 692611, Fex 01908 692488.

### Michael Page

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# Business Analyst

Central London

to £40K + benefits





#### Psion PLC is a highly successful and rapidly growing UK quoted group. With a turnover of £142 million in 1997, the company develops, manufactures, distributes and markets palmtop computers, industrial terminals and mobile network products. Currently the largest shareholder in Symbian, a joint venture with Ericsson, Nokia and Motorola to promote an industry standard operating system for the next generation of mobile

communications and computing products, future prospects for the business are outstanding.

Reporting to the Group Financial Controller and liaising with all finance and non-finance departments, specific responsibilities will include:

The Role

- Forecasting, modelling and associated analysis.
- ◆ Treasury management including foreign currency exposure.
- Business planning and benchmarking.
- Project work.

The role provides an excellent entry point for rapid progression through the Group.

#### The Person

- ◆ A recently qualified accountant.
- ◆ Excellent technical and analytical skills.
- Strong intellect and motivation.
- ◆ Excellent interpersonal skills and an assertive and pro-active team player.

Please send your curriculum vitae with covering letter to Simon Keating, at Michael Page Finance, Page House, 39-41 Parker Street, London WG2B 5LN, or fax him un

reference 453465. Alternatively, e-mail him at simonkeating@michaelpage.com www.michnelpage.com

0171 831 2354. Please quote

## **Financial Controller**

### Flotation Opportunity

### Cambs

lot

Our client is an entrepreneurial global software services company. Acquisitive, with a blue-chip client base and highly regarded products, our client has experienced and continues to experience growth in excess of 50% per annum In revenue and profit.

Reporting directly to the CFO and General Manager, this newly created role will oversee a most exciting stage in the company's strategic development as flotation is anticipated within

Specific responsibilities will include:

- Pro-active management of the finance team, improving methodology, processes and controls through a period of considerable expansion.
- Direct involvement with all commercial activities including contract review, customer

### $c \pm 50,000 + Car + Bonus$

- and supplier negotiation and partnership
- agreements. Targeting acquisitions and due diligence.
- Ad-hoc projects including devising innovative approaches to monitoring business

performance. Prospective candidates will be ambitious qualified accountants, c 2-3 years PQE, with strong technical and people management skills

ideally gained in IT/Telecoms or a related

Interested candidates should enclose an up-todate CV including current remuneration details, quoting reference 453753 to Joe McShane at Michael Page Finance, Centurion House. 136-142 London Road, St Albans, Herts AL1 1SA, or e-mail; joemcshane@michaelpage.com www.michaelpage.com

### Michael Page

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## International **Financial Controller**

### London

Our client is a US listed software company with a market capitalisation in excess of \$1.5 billion. A combination of market leading products and exceptional sales performance has lead to growth in excess of 30% per annum and has created a requirement for a commercially minded Financial Controller.

Reporting to the UK Finance Director, the

- principal responsibilities will include: ◆ All aspects of group reporting including. statutory accounts and monthly management
- ◆ Development and implementation of systems for UK and international operations.
- Development of budgeting, forecasting models and treasury operations.
- High level business support to general management including project appraisal, market analysis and set-up of new operations.

### c £45,000 + Car + Benefits

◆ Management and development of finance

The ideal candidate will be a graduate ACA qualified accountant with 2-5 years post qualified experience, preferably gained in the hi-tech/ computer software sector. As well as proven experience of implementing financial processes, you will be able to demonstrate excellent high level communication skills, good business acumen and the ability to think laterally in the provision of commercial solutions to business problems. Experience of working in a demanding international business would also be an advantage.

Interested candidates should apply in writing to Malcolm Kelly at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LN, telephone 0171 269 2295, fax 0171 831 2612, e-mail: malcolmkelly@mlchaelpage.com www.michaelpage.com

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plus benefits Head of Financial Planning & Analysis

With a significant High Street store portfolio, rapidly expending home shopping operation and turnover in excess of £600 million, this is one of the fastest growing retail brands in the UK. As a result of an internal promotion, a commercially astate Finance professional is required, who will work as pert of the senior management team to achieve ambitious growth plans within this expanding sector.

THE QUALIFICATIONS

THE ROLE

£80,000 package

- Influential role with primary focus on supporting and adding value to strategic planning and decision making through the provision of top quality management and financial information.
- Contribute to the full range of strategic and operational issues in order to enhance the brand and customer propositions. Ensure robust planning and budget processes.
- Work effectively with colleagues across functions to optimise efficiency and maximise profitability.
  Continually improve controls to take account of

Responsible to the CEO Europe for the establishment of first-class business planning, budgeting, accounting, reporting and control procedures to enhance decision making. Close

Member of European executive management

Active role in investor relations providing analysts with a perspective on the European

team developing and implementing overall strategic and operating plans. Lead role in

acquisitions with target of doubling revenue to

\$400 million in 3 to 5 years.

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THE ROLE

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US Multinational

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Dynamic new team driving 25%+ per annum growth in a global \$400 million division of a major US

multinational serving the automotive and aerospace sectors. Excellent opportunity for a highly

nercial finance professional to play a key role in exploiting the growth potential across Europe.

THE QUALIFICATIONS

Pleasa reply with full details to: 333 Styel Road, Manchester M22 5L6

EQUALIFICATIONS

Ambitious graduate callbre qualified Accountant with experience of managing a finance team in an entrepreneurial, rapidly expanding organisation. Ideally exposure to retail or related multi-site

Strong financial planning experience. Background negotiating service level agreements with internal and external suppliers. Comfortable operating in a

Analytical with strong commercial orientation. Lateral thinker focused on delivering impovative solutions. Adept relationship builder and team

Commercially astute, qualified accountant or MBA with previous responsibility at senior level for delivering results in US GAAP for the pan-European operations of a US multinational.

Leadership and initiative to contribute to strategic debate as well as active involvement in

integration and performance enhancement,

Team player and leader with proven success in

establishing robust and effective financial controls and disciplines on a pan-European basis. European languages an advantage.

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Mosse reply with full details to: Spancer Stuart, Ref. 27718-003FA,

player with the energy, drive and com-help grow this dynamic business.

To £120,000 plus bonus & benefits/options

**Quoted Global Engineering Group**  Northern Home Counties

### **Group Finance Director**

Internal promotion has generated the opportunity for a talented finance professional to join the board of this ungeared £200 million international group. Stimulating remit to help deliver a challenging strategy, transforming the business for focused growth.

THE QUALIFICATIONS

Commercial and ambitious

Accountant with at least five years' financial

management experience in a group/divisional

role, ideally in engineering or manufacturing.

Alert, crisp and responsive analyst with an eye

for detail and the interpersonal skills to

critique and challenge strategic thinking at

First-class leadership skills coupled with high levels of energy. Demanding yet motivating manager capable of extracting consistently

high levels of performance from subordinates.

THE ROLE

- Reporting to the CEO, a key member of the executive board with full responsibility for financial management and control, treasury, tax, IT and business appraisal.
- Championing and delivering initiatives to ensure continuous improvement in systems and processes is established and maintained.
- M Identifying, evaluating and delivering strategic alliances and acquisitions worldwide to enhance critical mass and leadership in specific overseas markets.

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Please reply with full details to. Selector Europe, Ref. TRE/28047-2/96, 16 Connaught Place, London W2 2ED

Leeds 0113 230 7774 London 0171 296 3333 Manchester 0161 499 6700

BURMAH CASTROL

### plus benefits

c. £75,000 package

# Treasury Manager

key appointment reporting to the Group Treasurer as part of the central Corporate Finance team of this statutial international Group. A highly visible role working closely with group and line management to ensure effective and appropriate funding and balance sheet management strategies are devised and implemented as further international growth and development takes place.

- Playing a major role in evaluating and driving initiatives to optimise the capital structure of the Group and supporting the Corporate Finance Director and Group Treasurer in capital market
- Working with other functional experts and the operating businesses to achieve strategic financial goals ensuring that the businesses a appropriately funded and that relationships with
- the banks are properly managed. Undertaking 'adhoc' projects to improve effectiveness of cash and liquidity management throughout the Group.
- THE QUALIFICATIONS
- Bright, ambitious ACT qualified graduate.
  Probably a Chartered Accountant, with solid treasury experience gained within a complex multinational group.
- Natural team player with high levels of energy. Able to work on multiple assignments and undertake international travel where necessary.
- First-class communicator and presenter, credible at board level and able to work effectively with

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### FINANCE DIRECTOR

Selector Europe

Spencer Stuart

Outstanding opportunity within a prestigious retail plc

### Thames Valley

c £80,000 + Car + Benefits

Our client is a highly successful listed UK Pic enjoying highly profitable trading activities, with turnover currently running at over £100 million. Operating in a highly competitive marketplace, the company has enjoyed substantial growth through both organic and acquisitive means. The appointment has arisen as a result of this business growth

- Report to the Chief Executive and provide strong mercial input on a range of strategic and operational issues, playing a significant role in driving profitable growth.
- Assume full responsibility for financial management and control alongside company secretarial duties and related administration. Develop systems and procedures to facilitate
- effective financial control and generate management information that adds value to decision making throughout the business.

#### QUALIFICATIONS Ounlified Accountant.

- · Experience gained within a dynamic multi-site customer focused business, preferably Pic with the ability to represent the company to the City and external parties.
- Proven commercial acumen founded on sound technical skills and ambitious for personal and professional development.
- · A teamplayer, results orientated, motivated with excellent interpersonal skills and the ability to contribute to a lively and informal environment.

Interested-candidates should write, enclosing full-career and current salary details to Julie Gilgrist and Stephen Banks at the Consumer Division, Questor International, 3 Burlington Gardens, London WIX ILE. Please quote reference 2530. Tel 0171 292 8300, Fax 0171 287 5457, e-mail: gail@questorint.com



QUESTOR INTERNATIONAL

### GROUP FINANCIAL CONTROLLER

COMMERCIAL ROLE WITH EQUITY STAKE IN VENTURE CAPITAL BACKED, FAST GROWTH RETAIL BUSINESS

SOUTH WALES

c. \$60,000 + BONUS + BENEFITS + EQUITY

 A rapidly growing, highly profinable rendl business. generating sales of c.5.200, operating 270 stores nationwide. Established brand and strong market presence. Following a venture capital backed MBO, the business has an ambinew store opening programme whilst enjoying exceptional rapid pay-back on new stores and development costs. The company requires an energetic and commercial Group Financial Controller who will act as right hand person to the Group Finance Director who has broader sibilities outside the finance function and is a mber of the team driving the business. The individual

the board, preparing the company for a possible floration The individual will be responsible for financial reporting, forecasting, budgeting, business analyst and ad box strategic projects which will include acquisitions. An early priority will be to modernise and develop comprehensive financial control disciplines and rightly managed planning and analysis processes.

will play a key role in supporting the Finance Director and

Pieuse apply in writing quoting reference 1707 with full cureer and sulary details to: Whitehead Selection II HA Street, Landon WIX 888 Tel: 0171 290 2000, Page 0171 290 2050

- Graduzue, qualified accountant. Established record of achievement ideally in a blue-chip consumer branded multi-size service or recall organization where finance actively contributes to broader commercial decisions Experience in financial planning and analysis would be
- First class communication skills, and the ability to gain support and have credibility with both financial and non-financial senior management. Innovative and creative, capable of operating in a dynamic, fast growth
- Good intellect, strong analytical and strategic planning skills, combined with a hands-on approach. Capable of working in an informal, non-blerarchical organisation and empathising with an entrepreneurial culture. Able to ntribute to the development of a strong commercial finance function. The position will have an opportunity to make a major commercial and strategic input to the group. The position offers scope for development within a growing company.



### **Appointments Advertising**

appears in the UK edition every Wednesday & Thursday and in the international edition every Fittay.

For information on advertising in this section please call Karl Loynton 0171 873 3694

Highly successful PLC

### **Financial Controller**

N.W. London - c. £50,000 + Bonus + Car

 Our client is a publicly quoted leading regional newspaper company with nearly sixty titles distributed around London and the Home

Reporting to the Finance Director, the Financial Controller will be responsible for the management of the Finance Function of ten staff and initially focus on developing the financial systems to ensure that they are properly integrated and that accurate, meaningful Information can be produced on a timely basis.

 Candidates should be ambitious, commercially focused qualified accountants with the ability to work effectively in an informal but fast moving and rapidly changing environment, giving individuals the opportunity to take on increasing responsibilities. Applicants should have worked within a high transactional volume business; have the ability to communicate well throughout business, with particular

emphasis on the Main Board and operational managers; and possess good IT (including

spread-sheet) skills - familiarity with Sun Accounting would be ideal, but not essential. right level of ability, the potential expansion of

the company should be able to offer good career development opportunities. Please send your curriculum vitae with current remuneration details and an explanation of how you meet these requirements to Carrie Andrews, Ernst & Young, Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference CA288.

### **II ERNST & YOUNG**

The United Kingdom firm of Ernst & Young is a member of

### **EUROPEAN BUSINESS** TREASURY

### Switzerland

Through its powerful premium brand portfolio and superior marketing, manufacturing and distribution expertise, our client is firmly established as the world's most successful consumer packaged goods company. Ranked in the Top 10 of all companies world-wide in terms both of profitability and market capitalisation, strong financial management is at the heart of business success.

Due to continuing impressive growth and investment in the rapidly evolving markets of Eastern Europe, the company is seeking to recruit a talented finance professional to join the highly visible Treasury team at its Swiss head office. Working closely with the Head of Treasury and with Eastern European businesses to optimise the use of funds and to minimise business risk, this is a wide-ranging role. Responsibilities involve providing expert support in areas including cash management, balance sheet forecasting, changes in investment and the monitoring of risk factors. With responsibility for the preparation of the annual financial policies and Treasury reporting processes, there will also be involvement in the training of local staff to ensure high level performance in the company's Treasury operations throughout Eastern Europe.

**Excellent Package** 

The position requires a combination of strong finance and financial modelling skills, Treasury experience and real commercial flair. Creative thinking and problemsolving ability are essential, with the confidence to make sound judgements on issues of business risk.

Candidates must be fluent in English and have the necessary interpersonal skills to build and manage effective working relationships throughout the region and beyond. Exposure to Eastern European markets would be an added advantage.

Our client's working environment and the way in which it rewards its employees are as impressive as its business performance. The salary and benefits package is generous and the breadth and exposure of the role will provide future career opportunities within the company.

Interested applicants should post or fax their CV quoting ref: 304 and giving current salary details to Alderwick Consulting Limited at the address below. For more information and an initial discussion in confidence, please call (+44) 171 242 9191 (weekdays) or (+44) 1450 477437 (evenings and weekends).



SEARCH & SELECTION 95 FETTER LANE, LONDON ECAA 1EP. TELEPHONE: (+44) 171-242 9101 FAX: (+44) 171-242 3550

### **ENERGISE YOUR CAREER**

### Excellent salary and benefits package

**Based London** 

Erron is one of the world's largest integrated energy companies with approximately \$28 billion in assets. The company is recognised throughout the industry as a leader in optimising emerging business opportunities by providing competitive pricing, reliable supply, asset optimisation, risk management services and access to low cost capital. Based in London, Euron Europe focuses primarily in the UK, continental Europe, the Nordic countries and the former Soviet Union.

As an organisation with an international reputation for innovation. Enron is looking to fill the following roles to support our commercial activities as they continue to expand.

#### TAXATION PROFESSIONALS

#### International Tax Manager -Eastern Europe

This position will support Erron's Eastern European and Scandinavian operations. You will be responsible for providing creative local and US rax advice for capital infrastructure projects, project finance, commodity derivatives, financial products and the trading of physical energy.

You will need experience of European and US outbound taxation and experience of structured transactions. mergers and acquisitions and financial products would be

The ideal candidate will be a graduate accountant or lawyer

The primary responsibility for this London based position is to provide US corporate tax support for the European operations in addition to host country tax. issues for selected European projects.

**US/International Tax Manager** 

You will be required to have in-depth experience in mergers and acquisitions and Subpart F mitigation planning. An understanding of financial products would

The ideal candidate will be a Certifled Public Accountant with a minimum of 5 years' corporate, and at least 3 years' US international tax experience. Being qualified as a US tax attorney would be an advantage.

#### International Compliance Specialist The primary responsibility for this position will be UK

tax reporting and compliance with an opportunity to expand into US GAAP, tax reporting, US tax issues, VAT and European tax compliance.

Prior experience in the preparation of UK tax Prior experience in the preparation of the Computations and tax accounting is required. Tax compliance will cover diverse businessess that are involved with all aspects of the energy sector, including power plans development, trading of physical commodities, financial derivatives and cross border issues.

This is an ideal role for a recently qualified accountant who has at least 12 months' specialist experience in UK

#### FINANCIAL OPERATIONS PROFESSIONALS

#### Senior Management Accountant

This is an exciting opportunity for an experienced management role in a dynamic, fast moving environment.

You will need a "can do" acciquée in order to deliver key improvements in this area. The initial focus will be on the development of financial reporting tools to enhance the quality of information flows around the business. You will also manage the forecasting and budgetting process for overheads, as well as control reviews and process eering for the G&A ares.

A key to your success will be your ability to motivate and develop a team of part qualified accountance.

The ideal candidate for this role will be a qualified accountant with good systems skills and at least three ification experience. As Important as ience will be your resilience, ability to work in a team and drive to make things happen.

#### Senior Project Accountant

This is a new and varied role that will support various aspects of the financial operations area. Initial focus will be on the co-ordination of finance activities in our growing group of European offices. This will involve the review an re-engineering of inter and intra office processes. You will also offer support on special initiatives for example, identifying and addressing training needs for this group.

The ideal candidate will be a qualified accountant with a broad range of experience in a number of commercial

As well as strong systems skills you will also need to be self starter who is able to interface well with teams and also take responsibility for your own individual projects This will be a cruly pan European role and will involve

### Management Accountant

Working closely with the senior management accountant this is a challenging opportunity for an experienced management. untant to join our dynamic fast moving environ

You will support the senior management accountant by preparing and analysing P&L for review by business he Other analysis will focus on project costings, capital expenditure, legal entity cost allocations and statutory

The ideal candidate will be a part qualified accountant with at least two years' management accounting experience who has good systems and spreadsheet skills.

#### **Project Accountant**

This is an excellent opportunity for an enthu organised team player to join our Finance Team. The role primarity involves project accounting for a complex roolio of structured investments and multi currency cashflow analysis to support funding decision making

The successful applicant will be a part qualified suntant with I to 2 years' general account experience. You will also need good spreadsheet skills and the ability to juggle several projects at once.

idates should send their CV with current salary details to Lucy Bloomfield, Enron Europe Limited, Four Millbank, London SWIP 3ET. Fee 0171 970 7859

# sinfluence the development of a \$6 bits on operation

#### International Treasury Manager - Excellent Package - London

part of a global operation growing at 15% the management of capital and debt

Arthur Andersen is a global network of firms which provide assurance, business advisory, corporate finance, tax, legal realignment of resources, we have restructured our global treasury operation and created new opportunities within the London treasury centre. This centre will be primarily responsible for co-ordinating global capital and debt financing, global liquidity management and the tation of treasury management initiatives to enhance the financial positions of member firms in the EMEIA (Europe, Middle East, India and Africa) and Asia Pacific regions.

As International Treasury Manager, insurance.

Do you want to influence the complex and global liquidity through an in-house diverse financing and capital raising bank structure and co-ordinate a range of operation of a privately owned professional treasury services to member firms across services firm? Are you attracted to one with the EMEIA region. You will also deputise an investment grade rating and revenues for, and report to, the International approaching S6 billion? And can you see Treasurer, providing support to establish the long-term career advantages of being the new London team and essisting with financing activities on a worldwide basis.

This is a position which offers a high multi-disciplinary professional services level of responsibility and considerable potential for growth. To be considered, you must have at least 5 years' post qualification and consulting services to clients in 78 experience within a blue-chip international countries worldwide. Following a treasury environment, professional services form or corporate bank and demonstrate a thorough knowledge of the EMEIA region. A relevant Masters degree or ACA/ACT qualification would be an asset. In addition. you must be an open communicator and a confident team player with the credibility to earn respect at all levels.

The remuneration package includes an extremely competitive salary; discretionary bonus, car and other benefits including contributory pension scheme and health

you will have an integral part to play in the To apply, please send a full CV, quoting growth of an operation which is global, yet ref: Z242, to: The Response Management capable of responding effectively to local Service, Associates in Advertising (AIA). needs. Your objective will be to manage 5 St John's Lane, London EC1M 4BH.

### **Group Finance Director**

International Media & Communications Group

#### BARCELONA

- Company Profile
- This privately owned business publishes newspapers, books and magazines and has substantial radio and TV investments. The eroup has over 1,300 employees and a turnover of \$140 million. The company is expanding international and is now actively pursuing acquisitions in Europe, Australia and the United States.
- · An exceptional Finance Director is now sought to head up the international finance function and to provide valuable input to the group's strategic decision making process.

Cambridge

exceeded \$2.4 billion.

professional advisors.

with a focus on 'best practice'.

most capable.

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- Reporting to the Chairman, the appointee will be responsible for the preparation of financial and management accounts, budgets and business plans and will ensure that there are satisfactory internal controls and procedures in place.
- Provide financial guidance and leadership to the management team on the feasibility of potential acquisitions and negotiate appropriate funding

Raise the profile of the finance function to ensure best

return and 'added value' throughout the organisation.

Reporting to the General Manager, responsible for the

UK finance function including financial control,

budgeting, taxation, audit and management of

- Assess the information technology requirements of the group and oversee the implementation and
- development of any necessary improvements. Manage and motivate the financial management teams in Spain and in overseas subsidiary companies.

### Candidate

- A graduate qualified Accountant or an MBA. At least 10 years' post qualification experience,
- ideally in publishing or media. · Essential to have international experience,
- preferably in Australia/USA. IT literate and pro-actively supportive of new
- technology initiatives. . A team player and builder, able to communicate
- effectively to other functional disciplines. Bilingual in English and Spanish.

Please write in confidence, with CV and salary details (in English and /or Spanish) to: Geoffrey Mather/Javier Carraso MSL Search and Selection, 178-202 Great Portland Street, London WIN 6II. Please opote reference: FS213.

Excellent

Package

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**UK FINANCE DIRECTOR** 

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Company. A dynamic Finance Director is required who will bring strategic vision and business acumen to a rapidly evolving

organisation. The broad business context, the pace of change and a performance driven culture will stretch even the

**HEAD OF INTERNAL AUDIT** 

The National Bank of Ras Al-Khaimah is one of six National Banks in the United Arab Emirates and provides a full range of Retail and Corporate Services through a network of eight branches.

Due to internal restructuring and to support expansion plans a new position has arisen for a Head of Internal Audit, a senior management position reporting direct to the Board of Directors through the Chairman of the **Audit Committee** 

- To build and manage the internal audit function
- within the Bank. To develop and conduct operational and
- financial risk based audits. To ensure effective internal control processes are
- implemented and adhered to. To identify and champion ways of improving
- operational efficiency.
- To play a key role in the training and development of young National recruits.

- Bright, ambitious Chartered Accountant with a minimum of 7 years audit experience gained in an international firm/bank.
- Knowledge of risk based audit concepts and IT andit
- Strong leadership, coaching and communication

We offer a competitive tax-free salary including car, performance bonus and other benefits.

Please send full personal and career details to Mr Graham Honeybill, General Manager, The National Bank of Ras Al-Khaimah, P.O. Box 5300, Ras Al-Khaimah, United Arab Emirates by mail or by fax (009717-223238) or by E-mail (ubrakho@emirates.net.ae).

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FINANCIAL TIMES No FT, no comment

# The African Lakes Corporation PLC

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Outstanding young MBA with accounting qualification and experience of business analysis required for London based PLC positioned for development through investment, primarily in east, central and southern Africa.

This is a key appointment reporting to the Group Chief Executive. Main responsibilities will be investment analysis and evaluation, business planning and operations review.

With presence in Automotive, IT Supplies, Hotels and Plantations, the Company's strategy is also to grow in new categories where it can achieve foremost positions by the expert supply of widely recognised goods and services that enhance corporate and personal effectiveness, and the quality of life.

An attractive package would be tailored for the successful candidate. The growth of the business to which this role is directed will provide scope for professional development. The ability to contribute effectively when working in different ultures, collaborating with colleagues, professional advisers and strangers, and often working to challenging time-tables, are all important factors for success and well being. Strong communication skills and a mind set which moves instinctively from analysis to the

implications for action will be expected. Qualified women or men with an interest in the region, a high level of personal energy and a desire to join a team where they can make a difference should write, enclosing a full CV with current salary

> The Chief Executive The African Lakes Corporation PLC 47 b Welbeck Street London W1M 7HE Tel: 0171 486 3424 Fax: 0171 486 3423

### QUALIFICATIONS

- THE POSITION An outstanding opportunity to play an influential role in ensuring the operation develops and achieves its · Qualified accountant ACA or ACCA, possibly with an MBA and 8-10 years post qualification experience ercial strategy. gained in rapid growth organisations with focus on sales
  - Intellectually bright, highly analytical with the ability to contribute to company strategy.
  - A teamplayer with the proven ability to direct, manage, deliver and thrive within a challenging environment.
  - Exceptional communication and interpersonal skills
- with a high degree of flexibility. Ensure effective systems and procedures are operational Leadership and presence with the ability to influence.

This is an exceptional opportunity providing significant personal and professional development within the major force in biotechnology.

interested candidates should write enclosing full career and salary details, quoting reference 2512 to the advising

consultants Julie Gilgrist or Richard Wilson, Consumer Division, Questor International, 3 Burlington Gardens, London WIX ILE. Tel: 0171 292 8300, Fax: 0171 287 5457. e-mail: gail@questorint.com



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The City

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Practi Manag **International Business Analyst** 

### FINANCE DIRECTOR

c. £150,000 plus performance related bonus

LONDON

Working with many of the world's foremost multinational corporations, our client is a long established and highly respected global services firm. Acknowledged as a market leader in its field of operation, the firm is strengthening its pre-eminent market position as well as significantly extending its geographic reach. It is recognised that a more commercially aligned finance function is essential to drive the business strategy forward. An experienced finance professional is now required to join the senior management feam.

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- Works closely with the Chief Executive, providing the decision support capabilities to provide financial
- Leads a finance function of 100 staff, providing management accounting and financial control to support the business worldwide, including reporting.
- eting, treasury and taxation. Participales actively in the development and implementation of global business strategy.
- Develops business and financial information systems with the Information Systems Department.
- Manages business finance projects to enhance profitability
- The Requirements
- A qualified accountant with a proven track record in a senior financial role with an international blue chip organisation, with the energy and wisdom to lead the finance function.
- Possess a thorough understanding of all aspects of business accounting, treasury, taxation and information technology.
- Demonstrate the diplomacy and persuasive skills to influence the decision making process at the highest level as a member of the management board.
- Have a strong commercial and business facing orientation, and a commitment to make the finance function add value.

Please send your CV with current salary details to: David Burton, K/F Selection, 252 Regent Street, London WIR 6HL, quoting ref: 90068/D/04.

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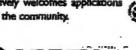
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### Strategic Planning Analyst

- A degree (preferably 2.1 or better)
- or M&A

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comprehensive range of legal services to commercial and private clients in and around Surrey. The firm was founded in 1935 and has achieved its current status through both organic growth and merger. The partners now wish to consolidate on recent success and to Manager develop the firm's strategy which will take them into the next millennium.

Central to the success of this strategy is the appointment of a commercial and financially orientated manager who will work closely - with this professional partnership to achieve their ambitious yet realistic goals. Reporting to the Managing Partner, you will be responsible for developing the management, finance, information technology and general administration functions of the firm. Additional responsibilities will encompass staff training and marketing of the firms services. The scope of the role will grow as you develop into the job.

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This is an exciting opportunity for a qualified accountant with commercial experience to play an important role in developing a legal practice. You will be a good communicator, have a strong understanding of IT and be able to demonstrate a successful track record in business and financial planning.

In the first instance please sand your career details to Gaynor Johnson or Chris Denington at Grant Thornton, Grant Thornton House, Melton Street, London NW1 2EP. If you wish to discuss the matter further call them on 0171-728-2287. E-mei mes@gt-london.co.uk

Grant Thornton &

# PROVIDENT

### Treasurer

BRADFORD

C. £50,000 PACKAGE

- Company Profile
- Provident Financial pic is a listed financial services group on the FTSE 100 reserve list, with a market capitalisation of £2.5 billion. Its activities are focused on consumer credit, both UK and internationally, and
- The group reported profits for 1997 of £136 million and at the end of June 1998 it had borrowings of £260 million and interest earning investments of
- Role

DOCKLANDS

Organisational Profile

The Financial Services Authority (FSA) is the new

integrated regulatory authority for the UK financial services industry. The FSA's influence will

ultimately extend to cover banking, securities and investments, building societies, Insurance, friendly societies and credit unions.

services regulation, respected for its effectiveness, integrity and expertise, both at home and

It aims to be a world-class model in financial

Reporting to the Financial Controller, to lead and motivate a high calibre team and be a key

Responsible for the preparation of the statutory accounts and for the provision of financial data

member of the Finance Departme

Actively contribute to the develop

of new accounting systems and reporting to create a world class

model in financial services regula

- Maintain adequate medium term funding on cost effective terms and monitor borrowings and interest costs against agreed budgets.
- Maintain and develop effective relationships with bankers and other lenders in conjunction with the Finance Director.
- Protect group profits against adverse movements in interest rates and foreign exchange rates.
- Review investment policy and ensure insurance subsidiaries comply with agreed policies and limits
- Committee and work closely with the finance function on ad hoc projects. Candidate

Act as a key member of the group's Treasury.

- Graduate Chartered Accountant and, kleally, ACT
- qualified or part-qualified. Experience within a pro-active treasury department
- with exposure to interest rate hedging products. management of foreign exchange exposures and the negotization of horrowing facilities.
- Good communication and pre-countion skills with the ability to form effective working relationships both internally and externally
- Self motivated, energetic and results operated
   A knowledge of the financial services industry would
- Capable of progressing into a general financial

agement role in due course. Please write in confidence, with full career

and salary details, to Geoffrey Mather, Mol. Search and Selection, 178-202 Great Portland Street,

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SEARCH AND SELECTION

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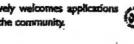
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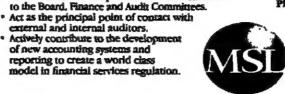
c.£40,000 plus profit share

- A professional accounting qualification (ideally first
- 2 years pge with some experience of financial analysis, business plan preparation/evaluation
- financial model building skills or a scrong desire to
- develop in this area
- ability to build credibility with senior executives
- the confidence and independence to challenge
- the commercial judgement to make all

To apply, please write with your CV, quoting reference 10726, to Abbey National Recruitment Services, Abbey

Abbey National positively welcomes applications





As a senior member of FSA's Finance Department, this is an exciting career opportunity to introduce fresh thinking into a high profile organisation with the chance to make a real impact.

#### Candidate

C. £50,000 + CAR ALLOWANCE & GENEROUS FLEXIBLE BENEFITS

- A graduate and a qualified accountant you will have a demonstrable track record in leading teams and in providing first class financial
- Must have a good understanding of accounting procedures and controls, as well as a strong interest in personal and corporate tax. IT literacy
- A team builder and motivator with proven communication skills and a commitment to excellence in service standards.

Please write in confidence with full career and salary details to Allan Watson, MSL Search and Selection, 178-202 Great Portland Street, London WIN 611. Tel: 0171 631 2372.

Fax: 0171 631 2370. Please quote reference mimber FS205.

SEARCH AND SELECTION

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even Human Resources. Above all else, however, this is a hands-on role in which you must look to win the confidence of a dynamic senior executive team. For this reason, we will expect you to be a Charter'ed Accountant with at least 5 years' commercial experience - backed

from a financial perspective, as well as being involved in legal issues, strategic planning, outsource and operational management,

up by real intellectual agility, an ability to drive change, self-motivation and computer literacy. For a pro-active and multi-talented individual, the prospects are there for the taking, Belitzing the seniority and scope of the role, you can also expect a highly competitive remaineration package with a full range of benefits.

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THE LLOYD GROUP

### Finance Manager **Professional Services**

### The City

Our client is an international services organisation presently undergoing rapid change. A dynamic, client-focused business with 1400 staff, it is a too Following reorganisation they are now looking

for a manager to perform a key role within the Finance Department. Reporting to the UK Financial Controller, you

will supervise a team of ten. The role involves production of regular reporting and financial information, analysis and control of expenditure plus preparation and monitoring of multi-currency cash flows. You will also be required to identify areas of improvement to the financial and

c£40,000 + Benefits accounting systems, present your recommendations

and implement the necessary changes.

Ideally a graduate and ACA/ACCA; you should have a minimum of 2 years' poe in financial accounting, preferably in professional services, with a strong track record of staff supervision.

In addition to the highly competitive salary our client offers a full package of benefits.

To apply please contact John McLeman at Robert Half International, Walter House, 418 The Strand, London WC2R OPT. Tel: 0171 395 9600, Fax: 0171 836 4942. E-mail: westend@roberthalf.co.uk





#### MANAGER - BANKING & FINANCIAL SERVICES **COVENT GARDEN** £100,000 OTE

Since a management buy-in, buy-out in December 1997, DLA has gone from strength to strength. New offices have been opened in Sydney, Auckland, Cape Town, Johannesburg and Moscow. Joint ventures have been established in Dublin and Limerick and an associated firm relationship has been developed in Hong Kong. In addition, the recent acquisition of specialist banking recruitment consultancy Gordon Brown & Associates has considerably strengthened our Banking and Financial Services presence in the City.

Against this background of dynamic growth and expansion, the permanent Banking Division in our Covent Garden office now requires an experienced Consultant to manage the team and spearhead ambitious growth plans in the run up to a planned flotation. A City office for this team is a distinct possibility.

Ideal candidates will possess a minimum of 4 years banking and financial services recruitment experience and be able to demonstrate a strong track record as a business developer and fee earner. This division has been in existence since 1989 and is now well placed to benefit from significant further investment.



Interested individuals should send their CV to Gary Johnson, Director Banking & Finance Division,

DLA Recruitment Consultants, 10 Bedford Street, London WC2E 9HE Tel: 0171 420 8000 • Fax 0171 379 4820 • E-mail: info@dia.co.uk

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### A Passion For Excellence

**Locations Flexible** 

Six Figure Packages

ICL is a leading international IT systems and services company with revenues of £2.5bn, currently 90% owned by Fujitsu of Japan. The group will float in the year 2000, having completed the transition from a manufacturing and hardware provider to a company selling software and service solutions. Customers include Marks & Spencer, Barclays, BT, BG, Scottish Power and ICL has a number of strategic alliances including Microsoft. As part of the continuing change programme, the organisation has restructured the business to create a NEW ICL with quality and reliability of service delivery as key drivers.

ICL is seeking Service Delivery Directors who will have ultimate authority for the world class provision of all service to ICL's customers, ensuring the highest level of customer satisfaction is maintained. Working closely with the Client Director, you will have significant P&L responsibility and act as a principal point-of-contact for your customer, realising the NEW ICL culture for the customer by bridging any gaps and providing a single interface for all contracted activities performed by the ICL group.

Of graduate calibre, you will have in-depth knowledge of delivering service in a particular industry sector, preferably retail, utilities, government, telecommunications or financial services, and will have insight into how technology can be harnessed in this sector. Committed to world class service and quality, you will be known for your record of exceeding targets, working with your customer to develop superior service through a deep understanding of their current and future needs. With excellent business management skills. you will be adept at developing and maintaining deep relationships with your customer.

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Interested candidates should contact Annalie Davies at Michael Page Technology, Page House, 39-41 Parker Street, London WC2B 5LN or telephone her on 0171 269 2350, fax 0171 831 7182 or es@michaelpage.com www.michaelpage.com

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